

Management Record

November, 1953

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• In the Record •

Christmas Bonuses

Christmas is around the corner again—and along with the usual holiday spirit comes the question, for some employers, of whether or not to give a Christmas bonus to employees. For those who give them, bonuses can be treated in an infinite variety of ways. Payments may be flat rate or graduated; they may or may not include both hourly and salaried workers; and they may ignore or take into account such factors as length of service, personal merit and responsibility.

According to "Merry Christmas—with Cash," which surveys the Christmas bonus plans of 183 companies, payments range from \$1 after a year's employment to \$100 after the same period. The story, starting on the next page, covers a wide variety of both manufacturing and nonmanufacturing companies.

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Training the Counselors

It is not unusual for a business to spend a lot of time and money on training new job employees. After all, the effort put into training is almost certain to end later on in a more efficient and productive work force. But there are some businesses, like Kaufmann's Department Store, that take the trouble to train students in spite of the fact that these students are not going to work for them afterwards. Pure altruism? Not exactly—for this can be practical for the company as well as good public relations.

"Business Counsels the Counselors" tells how Kaufmann's Department Store participates in a University of Pittsburgh course for teachers and vocational counselors, designed to give the student actual business or industrial experience. Kaufmann's is one of the companies supplying the practical experience. The story starting on page 402 tells about "Jane," a typical student-trainee, and how she was helped by working at the store; and what she did, in turn, to help Kaufmann's.

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Suggestion Systems in Multiplant Companies

A successful suggestion system in a large multiplant company is no simple operation. It must be tailored to the individual company's particular organization. And no two

companies will have exactly the same problems to cope with.

However, of the twenty-three multiplant companies with suggestion systems surveyed in the story "Getting the Suggestion Across," the plans fall into two general categories—centralized and decentralized.

The pros and cons of these two types of organization, as well as the many differences that exist within each group, are examined in the story starting on page 405.

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Can Research Help?

Does being married or single, tall or short, teen-age or fortyish have much to do with an employee's efficiency in a particular job? Is an employee better if he has children, or if he has worked a long time, or if he got good grades in school?

Recently the Riegel Textile Corporation, faced with hiring 600 sewing machine operators, set itself the task of finding out exactly what characteristics make the difference between a superior and average operator. This was done by studying 400 sewing machine operators already on Riegel's payroll. It was found—somewhat surprisingly—that a high school diploma and an above-average scholastic record are not as important as they were assumed to be previously. Age, and the height-weight ratio turned out to have direct bearing on the efficiency of sewing machine operators, according to Riegel's study. See "Can Research Help?" on page 412.

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The High Cost of Living

Some observers point to the high cost of living as a potent factor in the recent election results. Whether the consumers' price index actually influenced voters is, of course, open to question. The fact remains, however, that fractional advances over the last six months have brought the "cost of living" to an all-time high. The "Review of Labor Statistics," which starts on page 420, looks at the price movements disclosed in this key statistic. The article points out that food prices, although high, are below year-earlier peaks but other components have been catching up with the more volatile segments. In addition to the discussion of consumers' prices, the article covers the latest trends in employment, unemployment, labor turnover and wages.

"Merry Christmas"—with Cash

What companies are doing about Christmas bonuses, and details of the various plans used in 1952, are surveyed here

CHRISTMAS—just mention the word and many employees who are old enough to know there isn't any Santa Claus start transferring some of their wishful thinking to the boss. Visions of bonuses dance through their heads—and many an employer finds himself facing another Yuletide problem. Should he give a Christmas bonus? If so, how much should it be? And who should get it?

Christmas bonuses are gratuities and should not be confused with profit-sharing payments, which are also often given at the same time of year. Usually the amount of the profit-sharing bonus is related to the employer's net income. This is not necessarily the case in Christmas bonus plans, although the amount distributed may be affected by the level of the company's current operations.

Indications are that Christmas bonuses have become a frequent practice in business. For example, in a recent survey of fringe benefits for nonexempt personnel, 183, or almost half, of the 412 companies surveyed, indicated that they have some kind of Christmas bonus plan. The plans do not follow any set or standard practice. As a matter of fact, the 183 companies represent more than 183 variations on the theme, since many of them follow more than one pattern within their own organization. (See appendix on page 426.)

THE PLANS VARY

Sometimes the plans surveyed are simple in format. They allow for either a flat sum for all, or graduate the sum on the basis of service. Of the plans analyzed, almost half are of these two types. Graduated bonuses range from \$1 for each year of service to an infrequent \$100 for a year of service. Among the flat-sum bonuses, \$25 is the most frequent payment. One company selected the unusual figure of \$43.75 for its flat bonus payment.

Twenty-five plans are based on a percentage of either salaries or earnings. For example a boot and shoe company allows 60% of an average week's pay as its bonus, and a food and beverage company grants 3% of the employee's yearly earnings. Thirty-nine of the plans are determined according to hourly earnings or salary—that is, "one day's pay" or "two weeks' salary." Some of the plans combine features of these

general formats and graduate percentages by length of service, merit, responsibility and, in one instance, marital status.

All but thirteen of the 183 companies having Christmas bonus plans carry both salaried and hourly employees on their payrolls. But fifty companies exclude hourly employees from the bonus completely, while only six companies exclude salaried personnel. In the companies where both groups of employees share in the plan, Christmas benefits to salaried employees either equal the payments to hourly workers or better them—sometimes to quite an extent. One foundry, for instance, rewards its hourly employees with \$5 to start, with a maximum of \$50 after three years of service; its salaried employees receive \$100 after one year of service. Another, which allows \$25 for hourly workers with over twenty years' service, has a minimum of \$75 for its salaried personnel. A textile products company gives a maximum of \$25 after fifteen years' service to its hourly workers, and a maximum of \$250 to salaried after the same amount of time.

Size Is No Factor

Christmas bonuses do not appear to be restricted to any single industry. None of the five business machine companies surveyed is shown giving a bonus and only one of the ten petroleum companies paid one. But, in most of the other companies—representing thirty-one different industries—at least a few in each category gave extra cash to employees at Christmas. In fourteen of the categories, (including automobile and automotive parts, foods and beverages, lumber, machine tools and various metal companies) half or more of the companies paid Christmas bonuses.

Nor is there any indication that size of the organization influences the decision to pay or not to pay a bonus, although only four of the companies with 5,000 employees or more have such a plan. In companies with less than 5,000 employees, bonuses are not restricted to any particular size group. The 179 such companies surveyed as to Christmas bonuses are about equally distributed among four size categories, ranging from thirty-eight companies with less than 250 employees to forty-nine companies with 1,000 to 4,999 employees. For the most part, Christmas bonus payments made by the smaller companies are not any less

Details and Changes in 1952 Christmas Bonus Plans in 32 Companies

(Italics show previous practices)

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
American Stock Exchange..... New York, N. Y.	300	None	None	1 year's service and over, 2 weeks' salary; less than 1 year, pro rata share
Armstrong Cork Company..... Lancaster, Pa.	13,000	Hired before Nov. 1, 1952	Directors and vice-presidents	2% of employee's annual earnings
Belden Manufacturing Co..... Chicago, Ill.	1,600	None	Officers <i>Formerly: Exec- utive group and outside salesmen</i>	\$10, plus \$5 for each full year of service
Blanchard Machine Company... Cambridge, Mass.	250	1 month	Officers	One year or more service, 2 weeks' pay to salaried employees, or 90 hours' pay at base rate to hourly paid workers; less than 1 year's service, amount proportionate to months of service, fraction of month being counted as a whole month <i>Formerly: 80 hours' pay at base rate to hourly paid workers. Otherwise the same</i>
The Bristol Company..... Waterbury, Conn.	1,100	None	None	Hired before Jan. 1, 1952, 1 week's pay; hired during 1952, 20 hours' pay
The Bullard Company..... Bridgeport, Conn.	3,716	None	None	1 year's service or over, 1 week's pay; less than 1 year, 1/12 month's pay; less than 6 months' service, \$5
Central National Bank..... Cleveland, Ohio	900	Hired before Dec. 1, 1952	None	Hired before Jan. 1, 1952, 5% of current base annual salary; hired between Jan. 1 and Nov. 30, 1952, 5% of 1952 earnings (minimum \$10) <i>Formerly: 2% of current base annual salary; 2% of earnings. Otherwise the same</i>
Champion Blower & Forge Co... Lancaster, Pa.	220	6 months	None	\$25 less 50 cents for each 3 days lost during year for any cause
Consolidated Mining & Smelting Company of Canada, Ltd.....	6,500	6 months	Salaried employees <i>Formerly: None</i>	Hourly employees: Over 1 year's service, \$75; less than 1 year's service, \$37.50
Coopers, Incorporated..... Kenosha, Wisc.	900	1 year	Salesmen, executives and department heads	1 week's pay
Central-Penn National Bank.... Philadelphia, Pa.	435	None	None	1 year's service or more, 4 weeks' salary; less than 1 year's service, proportionate payments <i>Formerly: 1 year's service or more, 1 month's salary</i>
Fidelity-Philadelphia Trust Company	800	Hired before Dec. 1, 1952	President	6 months' service and over, 5% of annual salary (minimum, \$100, maximum, \$400); less than six months, 1/2 the full bonus
First National Exchange Bank.. Roanoke, Va.	148	None	None	6% of regular salary paid during year (minimum \$15) <i>Formerly: 5% of regular salary paid during year</i>
Frick Company	927	Hired before Oct. 31, 1952	Casual labor	5% of wages or salaries earned in 12-month period ending Oct. 31, 1952 <i>Formerly: 6% of wages or salary earned in 12-month period</i>
Guaranty Trust Company of New York	3,400	None	Officers (additional compensation plan)	Less than 1 year's service, 7% of base salary earnings for 1952; 1-10 years' service, 10%; 10-15 years' service, 11%; 15-20 years' service, 12%; 20-25 years' service, 13%; 25 years' service and over, 14%

Details and Changes in 1952 Christmas Bonus Plans in 32 Companies—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Hamilton Foundry and Machine Company Hamilton, Ohio	363	None	None	25 or more years' continuous service, \$50; 20-25 years' continuous service, \$40; 15-20 years' continuous service, \$35; 10-15 years' continuous service, \$30; 5-10 years' continuous service, \$25; 1-5 years' continuous service, \$20; 6 months' to 1 year's continuous service, \$10; less than 6 months, \$5; for service after Dec. 1, 1952, \$1. Payment made in silver dollars. Taxes paid by company
Hartford-Connecticut Trust Company Hartford, Conn.	604	Hired before Dec. 1, 1952 <i>Formerly: hired before Dec. 18</i>	None	1 month's salary, except: 1. Any officer or employee with less than 1 year's service receives equivalent to 1/26 of total salary or wages paid during the year. 2. All regular part-time employees receive equivalent of 1/26 total base earnings for the year <i>Formerly: 1 month's salary except:</i> 1. Less than 1 year's service, 1/12 month's salary for each month of service (minimum \$25) 2. Building department employees, 4 weeks' salary; less than 1 year's service, 1/13 of week's salary for each week of service (minimum \$25) 3. Part-time employees, 1 year's service or more, 4 weeks' average weekly earnings (minimum \$20); less than 1 year's service, 1/13 of average weekly earnings for each week worked (minimum \$10)
Home Title Guaranty Company. New York, N. Y.	329	Hired before Dec. 15, 1952	None	6% of salary paid during the year
Lincoln National Bank & Trust Company Fort Wayne, Ind.	165	None	None	1 year's service or over, 1 month's salary; 6 months' to 1 year's service, 1/2 month's salary; less than 6 months' service, \$10 or \$20
Lovell Manufacturing Company.. Erie, Pa.	800	30 days	None	Hourly workers, 2 1/2% of earnings; salaried workers, 7 1/2% or 9 1/2%, depending upon classification <i>Formerly: Hourly workers, 2 1/2% of earnings; salaried workers, 10%.</i>
Manufacturers Trust Company.. New York, N. Y.	5,700	Hired before Nov. 24, 1952	Employees earning over \$10,000	6% of first \$6,000 of salary (minimum \$25)
Marine Midland Trust Company. New York, N. Y.	800	None	None	5% on first \$5,000; 2% on salary in excess of \$5,000; those employed less than 1 year receive a proportionate amount based on actual earnings during the year (minimum \$25) <i>Formerly: 4% on first \$3,000; 2% on salary in excess of \$3,000. Otherwise the same</i>
Mobile Paint Manufacturing Co.. Mobile, Ala.	115	3 months	Salesmen	3 months' service, 1/4 week's salary; 6 months' service, 1/2 week's salary; 1 year's service, 2% annual earnings. Bonus increases by 1% for each year of service up to maximum of 10%. Executives, special bonus
National City Bank of Cleveland. Cleveland, Ohio	850	Hired before Nov. 1, 1952	Officers	Employed before Jan. 1, 1952, 5% of annual salary; employed during 1952, proportionate share of 5% of salary rate for each month of service
National Lead Company..... New York, N. Y.	13,500	Hired before Dec. 1, 1952	Officers and directors	6% of gross earnings, up to \$6,000 per year, for first 11 months of the year
New York Stock Exchange..... New York, N. Y.	1,100	None	None	1 year's service and over, 2 weeks' salary; hired during 1952, pro rata share (minimum \$10)

Details and Changes in 1952 Christmas Bonus Plans in 32 Companies—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Niles-Bement-Pond Company .. West Hartford, Conn.	4,000	None	Monthly salaried employees <i>Formerly: Top executives</i>	Hourly rated and weekly salaried, less than 1 year's service as of Dec. 1, 1952, \$20; 1-5 years' service, \$30; over 5 years', \$40 <i>Formerly: 1 week's pay (40 hours) at average earned rate; less than 1 year's service, prorated amount</i>
Pan-American Life Insurance Company	300	60 days	None	More than 6 months' service, 1 month's salary; 6 months or less, ½ month's salary
New Orleans, La.				
Union Bank & Trust Company .. Los Angeles, Calif.	500	None	None	1 year's service and over, 1 month's salary; less than 1 year, 1/12 month's salary for each month of service (minimum \$25)
The Upjohn Company..... Kalamazoo, Mich.	4,200	None	None	Hired in 1952, 1½% of gross earnings through Oct. 31. Minimum \$20 if hired between Nov. 1 and Dec. 31; \$30 if hired prior to Nov. 1. 1 year's service, 1½% of gross earnings from Nov. 1 of the preceding year through Oct. 31 of the current year. 2 years' service, 2%; 3 years' service, 2½%; 4 years' service, 3%; 5 years' service, 3½%; 6 years' service, 4%; 7 years' service, 4½%; 8 years' and over, 5% <i>Formerly: Schedule same but based on basic salaries instead of gross earnings (minimums \$10 and \$20)</i>
Wells Fargo Bank & Union Trust Company	950	None	None	1 year's service or over, ½ month's salary; less than 1 year's service, ½ of ½ month's salary for each month of employment (minimum \$10). Payments computed to nearest \$2.50
San Francisco, Calif.				
Worcester County Trust Com- pany	345	None	None	Hired before Jan. 1, 1952, ½ month's salary (maximum \$300); employed after Jan. 1, 1952, 1/24 of salary earned (minimum \$10)
Worcester, Mass.				

than those made by the companies in the 1,000-5,000 employee group. There are two exceptions—a hardware company and an insurance company—which have given Christmas bonuses up to \$2,000 and \$4,200 respectively. Both of these companies have less than 250 employees, but the payments would appear to be exceptional from almost any consideration.

THE PLANS STICK

Once an employee receives a Christmas bonus he will, in all probability, continue to expect it. And there seems to be a good chance that he will continue to receive it. The formula may change, but the bonus plan, once adopted, seems to have staying power. At least this is indicated in a recent review of forty-seven companies which paid a bonus at Christmas 1951.

Thirty-seven of these forty-seven companies gave information on their 1952 bonus plans. One had cancelled its bonus because of a slump in business. Two others had cancelled but had replaced the bonus with a share-the-profits plan; and one of these companies continued to reward its employees at Christmas with a ten to twelve pound canned ham. Two other com-

panies said they had continued to pay their bonus but did not provide any details.

The thirty-two remaining companies had continued to pay the bonus in 1952 as they had previously, with few vital changes in the formula. Almost all of them had indicated gains in the number of employees receiving the bonus. Twenty of the companies continued their plans with no changes whatsoever.

In the remaining twelve companies, the changes noted are not extensive. One company, which previously drew no limitations in the matter of "eligibles," restricted its bonus to those employees whose annual salaries did not exceed \$10,000. Another company expanded its plan to include its previously ineligible outside salesmen. A third eliminated its salaried employees.

Six of the companies reduced their over-all Christmas bonus plan to some extent, while five of the companies raised their bonus somewhat over the 1951 plan. (See the table. Appendix appears on page 426.)

JACK O'BRIEN
RENAUD SHERWOOD
Division of Personnel Administration

Business Counsels the Counselors

It is not unusual for the personnel manager to be faced with a request that his organization cooperate on a project with some community agency. Often these requests come from schools and concern important and worthwhile activities. The benefit to the firm, however, may be nebulous and hard to measure. Nevertheless, the personnel manager and other executives must decide whether to cooperate or refuse.

A number of concerns have been cooperating with the University of Pittsburgh since 1945 in a program designed to improve the abilities of vocational counselors and teachers in the public schools. Kaufman Department Stores was one of the original cooperating firms. How it handles its share of this program is described here.

A KAUFMANN Department Stores executive was looking over several applications for an opening in his department. "Look at this," he said to the employment interviewer, as he held up an application. "Here is a young fellow who fits our specifications in nearly every detail. Lucky he came to us for work."

"It's not just luck," replied the interviewer. "He happens to be a dividend from our helping Pitt with its vocational-counselor program."

"You mean those girls who spend a few days in my department every summer?" asked the executive. "I remember one in particular from last year's group—Jane Blank, I think her name was—high school vocational counselor. She was the smartest one we've had yet. She can have a job here any time."

"You're not the only one who thinks that," answered the interviewer. "Jane sent this applicant to us from her school. She knows the type of personnel we want. I don't know whether anyone ever mentioned this to you, but while she was here Jane sat down one day and listed over 200 jobs that she got to know in the six weeks she worked for us."

"Well, frankly, I have wondered whether Kaufmann's gets much value from the trouble we all take each summer to nurse along three or four of these people from the schools. I've seen some possible gain in a public relations way but you can't measure a thing like that. But now this applicant shows up as the result of the program. And this is a specific benefit that I can buy."

Had Jane been present, she might have argued that

she got more out of the experience than Kaufmann's.

Jane, as already mentioned, was a vocational counselor in the Pittsburgh high schools. She was honest enough to recognize how inadequate her knowledge was when she was called on to describe to young people what it was like to work in business or industry. She had to discuss many jobs which she had never even seen performed. This meant she had to give it to them "straight out of the books." She realized that to improve her abilities she needed some first-hand experience. One job each summer would be too slow, Jane reasoned, for a counselor to get the over-all experience she can best use. She wanted the broad perspective of working and observing throughout an entire organization. The University of Pittsburgh's course, "Secondary Education S-230: Employment Experience for Counselors," seemed just the thing.

Jane wasn't sure whether there was any particular reason why she had been sent to Kaufmann's. The professor had discussed with her what organization she might visit. There were a number of cooperating companies—offices, factories, banks, retail stores. But her particular abilities seemed to fit in better with the kind of jobs and general conditions at Kaufmann's. At least that was the professor's opinion and it seemed to make sense to Jane.

THE INDUCTION PERIOD

Jane, like other students in this program, first reported to the training department at Kaufmann's, where an individual training schedule was prepared for the entire six-weeks period of her employment. From there, like any other job applicant, she was referred to the employment office. Here she was expected to meet all the standards for full-time regular employment.

Jane completed an application form, after which she was given certain aptitude, personality and other personnel tests. Then she talked to three line operating officials. After the interviews, Jane went through a complete physical examination.

Jane got no particular consideration because of her special status. The only departure from normal procedure in such a case is that the line people do not make the final decision to hire. Ordinarily no one is hired unless the operating people are satisfied. For students like Jane, the final decision is made by personnel.

Jane reported again to the training department

When she arrived on her first work day. After a preliminary review of her schedule for the coming six weeks, Jane entered a three-day general induction training class. She sat in with other new Kaufmann employees and took part in the regular induction procedures. Jane learned the history of the Kaufmann Department Stores. She learned the general policies, rules and regulations. She was taught how to make out sales slips, sales procedures, and how to conduct herself on the sales floor.

Jane was glad to find out that the students would not be on different schedules; they would be less conspicuous this way. Kaufmann's makes no attempt to hide the presence of students but believes that they will feel more comfortable if each one is considered just another employee. Then, too, the individual schedule also assured Jane that she was getting experience tailored to her own preferences.

Jane worked as a sales clerk in several different departments after the end of her induction training. She found that selling can be a tough life. She stored up

many experiences to relate to the girls and boys who think they are interested in sales work.

Jane was paid only for the time she spent selling. She worked too short a time in the other departments for her to earn her keep. She also appreciated that it was costly for Kaufmann's to give her this training.

GETTING ACQUAINTED WITH THE STORE

Kaufmann's makes it a practice to have the students attend as many of the staff meetings as possible while they are around the store. This gives them an opportunity to become familiar with various personnel problems.

Jane attended many regular personnel department staff meetings. One day the topic of discussion was how to get applicants to fill in application forms completely and the importance of various items of information. Jane remarked at the end of the session, "It seems to me that the schools could help if the counselors had some examples of properly filled-out application papers and if we could give our students some practice in completing these forms."

From time to time Jane was given an opportunity to observe in the personnel office. She listened to employment interviews one morning. She saw young people apply for a job chewing gum, or with egg on their faces. Applications were sometimes so messy that what little information they contained was hard to read. After what she saw, Jane knew that the next time she had occasion to advise on job hunting her words would carry real conviction.

She became even better acquainted with Kaufmann's employment standards and procedures later in the program when the manager took her into his office for a private conversation. As a part of her training, he discussed with Jane her qualifications and test results. She was given an explanation of the research which had gone into the testing and other selection standards. She could see why these things were important and how they were useful in improving employee selection. Interviews with other members of the personnel department staff gave Jane an even better idea of the activities of the department.

A representative of the training department always introduced Jane to each new assignment. On the way to a new department one day, she remarked to the training representative, "There have been some departments, like credit and auditing, where I haven't been able to do much except listen and observe. Those have been important experiences but I have enjoyed myself more in the departments where it was possible for me to do some of the work or to help others on actual jobs." Anyone who asked her what jobs she actually did in these various departments would have seen Jane tap a big three-ring binder under her arm and say something like this: "I have been taking plenty of notes on all my interviews and conferences

THE UNIVERSITY OF PITTSBURGH SCHOOL OF EDUCATION

To:

From: Paul H. Masoner
School of Education
University of Pittsburgh

Date:

This will introduce.....
who is seeking employment as a partial requirement
of the course, "Employment Experience for Coun-
selors." You will recall that your organization has
agreed to participate by employing members of this
class during the period of the course, July 2 to
August 10.

We appreciate your cooperation and sincerely hope
that you will be able to find suitable employment for
this applicant.

.....is accepted
for employment by.....
(Firm)

.....
(Representative)

Date.....

(Applicant will return this completed form to Paul
H. Masoner, University of Pittsburgh, at the earliest
possible date.)

Letter of introduction for student counselors

NOVEMBER, 1953

and I've got a lot written about the things I have been doing in various departments."

What she had been doing sounded like a catalogue of all activities carried on at Kaufmann's.

"In marking and receiving," said Jane, "I counted merchandise received, and checked the amounts against pink order forms. I even set type for printing sales tags. Then I helped attach them to various kinds of goods.

"The shopping service department gave me quite a few different jobs. One was assisting the shopper to fill mail orders by going into the store and shopping for the merchandise ordered by the customer. I even conducted a merchandising meeting where they discussed merchandise which had been advertised. That called for me to select samples and demonstrate their use. In the adjusting department I traced complaints and even phoned and interviewed customers on complaints but, of course, I couldn't handle the really tough cases.

"The service desk really gave me a picture of what

goes on at Kaufmann's. I gave information to customers, answered phones, handled returned merchandise credits, made change, wrote accommodations (special service to customers), delivered mail and phone orders to section managers, checked 'error' slips, and handled 'deposit holds.' The number of different jobs required in a department store was an eye opener to me. But this is going to be a real help in counseling students who are interested in working in this field."

Jane felt that her six-week course was quite strenuous. She worked a forty-hour six-day week at Kaufmann's, including Mondays from noon to 9 p.m. Two evenings each week at the university's seminar session she met with the other members of the course who were working in other organizations around Pittsburgh.

Comparing experiences with other members of the class was interesting. One man, for example, was assigned to a manufacturing concern where he operated the same machine for the entire six weeks. As he told Jane, "I made a nice piece of change out of it, but it was not the well-rounded view of jobs and conditions that the rest of you received and for which the course was designed." She found an English teacher who got so upset at the poor English she heard during her summer work that she went back to school determined to improve her teaching technique or bust.

She found that most of the teachers would prefer to continue teaching than to take a job in industry. But they agreed that as background for job counseling, their work had real value. "That goes for me, too," said Jane.

How about Kaufmann's—are they satisfied? If, by chance, the program improves their job applicants, that's a welcome premium. But mostly, according to Kaufmann's, it's a matter of good public relations. There's value to the community in having counselors and teachers who are better acquainted with business.

GEORGE V. MOSER,
Division of Personnel Administration

Sample Training Program for Student

June 29	Sales training
June 30	Sales training
July 1	Sales training
July 2	Selling—Dept. 110 (men's underwear)
July 5	Selling—Dept. 7 (men's shirts)
July 6	Selling—Dept. 7 (men's shirts)
July 7	Selling—Dept. 1 (housefurnishings)
July 8	Selling—Dept. 43 (stationery)
July 9	Selling—Dept. 1 (housefurnishings)
July 11-15	Selling—Dept. 110 (men's underwear)
July 16	Absent
July 18	Marking and receiving
July 19	Credit department
July 20	Shopping service
July 21	Shopping service
July 22	Shopping service
July 23	Absent
July 25	Traffic, order, accounts payable
July 26	Adjusting department
July 27	Workrooms—alteration and repair
July 28	Service desks
July 29	Packing
July 30	Employment—time office
Aug. 1	Mailing department
Aug. 2	Forbes Street Service Station
Aug. 3	Auditing
	Stenographic testing
Aug. 4	Bookkeeping
Aug. 5	North Side Service Station, Preble Avenue Warehouse
Aug. 6	Discussion of observations, cashier's office, training

Management Bookshelf

How To Become a Better Reader—This book is designed to help the user increase his reading power on his own and get more information and pleasure from the world of print.

The volume is made up of two parts. The first part includes twenty lessons containing information about and suggestions for particular phases of improving reading skills. Each lesson has appropriate illustrative exercises. The second part is made up of twenty general reading exercises with tables and tests so that the reader may compute his speed and retentiveness. *By Dr. Paul Witty, Science Research Associates, Inc., Chicago 10, Illinois, 1953, 304 pp. \$5.*

Getting the Suggestion Across

Here is how some multiplant companies coordinate their suggestion plan activities

WHEN A COMPANY'S plants are spread out in several directions and engage in different kinds of operations, controlling and coordinating various functions has proved to be especially important. In the matter of suggestion systems, where the personal touch of enthusiastic administrators has often made the difference between a live or lifeless program, this is no less true.

In a sprawling organization the personal element may be more remote and the company's suggestion plan can become a mere stepchild of the industrial relations department. Yet some very successful plans exist in companies with many—and sometimes hundreds—of units.

How do they do it? How do these companies maintain a good working relationship between their national offices and the local units of the suggestion system? Twenty-three multiplant companies, selected at random, have indicated to THE CONFERENCE BOARD the essential elements in coordinating a multiunit suggestion system.

In general, these plans achieve coordination through two methods of operation: one is centralized, the other decentralized. In either case, the tailor-made organizational and administrative aspects of the plan—the factors which adapt it to the particular company—have been carefully considered.

DECENTRALIZED PLANS

Of the twenty-three multiplant companies surveyed, seventeen operate their suggestion systems on a decentralized basis. These seventeen suggestion systems have a similar organizational setup, whether composed of six units or 600. In a well-established plan, serious questions of authority seldom arise. The company lays down basic policies and procedures and the central office assumes responsibility for over-all administration and coordination. The local unit operates independently within the framework of these policies. It administers the plan and makes final decisions on most awards. Since the local unit receives, investigates and approves suggestions submitted, it usually controls its own operations and merely reports regularly on them to the central office.

Restrictions on local autonomy are found, however, as to the amount which may be awarded at this level. In the plans studied, award limits for local committees

range from \$50 to \$750. Generally, larger awards must be approved by a higher authority than the local suggestion committee. Authorization for these larger amounts is not always vested in a higher echelon of the suggestion system itself. Often designating awards is the responsibility of an officer or executive department of the company and, frequently, division or plant managers have this authority.

Responsibility for running the suggestion system is parceled out to the operating divisions in several of the companies surveyed. Each division coordinates suggestion system activity for all of its plants and locations. Reports are made to the central suggestion system by the division suggestion system office rather than by the separate plants or locations.

Communications

Often a suggestion adopted in one plant pertains to a strictly local situation and is of little interest and even less use to other company plants. But sometimes local suggestions can apply to the operations of other plants, particularly those in the same division, or those performing similar operations. Study of these seventeen multiplant companies indicates that passing along such suggestions from the originating plant to other locations is not always a simple process. Also the channels of interplant communication for this purpose vary considerably.

Practically all plans operating on a decentralized basis have certain local unit-to-central office reporting provisions. These make it fairly easy for the central office to collect a file of adopted suggestions from the plants. But it is in the disbursing of these ideas to other local units that valuable information often goes astray.

Some of the larger companies adhere to formal, organized methods of distributing news of adopted suggestions to their plants. The suggestion system office frequently employs regularly published bulletins or reports which circulate suggestions of interest and possible wider application. Sometimes this function is handled by the production department or interplant relations department.

The quarterly *Coin-Your-Ideas Bulletin* of Standard Oil Company (New Jersey), for instance, contains abstracts of certain selected suggestions. In special cases, suggestions are circulated by direct letters to those who may be interested. Remington Rand's quarterly report

Usable Ideas lists all ideas of possible wider application; units desiring further information on a particular idea can contact the plant of origin.

Another publication devoted to passing along suggestions is Socony Vacuum Oil Company's monthly *Idea Service Exchange*, which is sent to the company's thirty-two award boards. These boards are free to adopt from the *Exchange* any idea which their needs require and their operating authority permits.

Other companies use more informal devices. Special letters or memos are sent to plants informing them of worthwhile suggestions, or summaries of such adopted suggestions are circulated. The exchange of local committee minutes is also used, but only to a limited extent since this can prove unwieldy where many units are involved.

While it has no formal plan to exchange ideas with all plants within the company, American Cyanamid's largest division operates an idea exchange among its own ten plants. The interplant relations department of another company with fifteen plants publishes a monthly production newsletter for all plants and includes in it any outstanding suggestions.

Owens-Illinois Glass Company, with twenty-five suggestion system units, uses its industrial engineering department to circulate ideas. This department routinely collects information on money-saving suggestions; those that seem applicable to other units are described in a bulletin sent to the plants.

In Swift & Company's 600 suggestion system units, all adopted suggestions are submitted to the general suggestion department with copies of their investigation reports. These are reviewed by interested divisions and approved or rejected for transmittal to other units. Approved reports are sent to all other plants and disposition reports are required on each idea.

In another company, all suggestions that may be valuable to other plants are reviewed at the central office by department heads who have had field operating experience. Ideas passed upon are circulated as needed.

Ford Motor Company's eighty-five units submit suggestions that appear to have wider applicability to the secretary of the central committee. Copies of those suggestions are then forwarded to the industrial relations department which reports back to the central committee on adoption or rejection of the ideas.

Just as one may lead a horse to water but not persuade him to drink, so most companies are content to bring suggestions to the attention of the personnel concerned, but make no special effort to enforce adoption. Many, however, ask for reports on the disposition of forwarded ideas.

Publicizing the Plan

In large multiplant companies, promotional activities are usually originated and sponsored by the central office. Better facilities, adequate personnel and more

time for this function are generally available away from the local scene of operation.

Programs developed by the central office are for the most part relayed to the local units through regular company channels or by other informal means. Where there is any special publication for the suggestion plan, the promotional activities of the company are described.

Firestone Tire & Rubber Company, for example, passes on to all plants news about suggestion system activities through its regular *Suggestion News Letter*. Remington Rand also publishes such a newsletter for its supervisory and suggestion system personnel.

Ford's *Suggestion Programs Quarterly* is devoted exclusively to the suggestion system and is the official outlet for suggestion plan activities. In addition to promotional techniques in use, it contains competitive position reports, records established, and reports of outstanding performance.

Promotional material for Socony Vacuum Oil Company's suggestion plan is prepared by its sales promotion and advertising department and is sent to all local units for concurrent use. Local promotional activities are reported to the central office and incorporated in the company publication, *Local Promotion Exchange*. This is described as "a clearing house for ideas to stimulate more effective use of the suggestion system."

CENTRALIZED PLANS

Even plans run directly by a central committee or head office department may vary in the degree of centralization. Within a centralized organization, for example, two extremes may be found:

- a. The central committee to which all suggestions in the entire company are routed and which determines awards;
- b. The central committee or office which acts as final authority on a local committee's recommendations for awards and otherwise passes on procedures or processes of the local unit.

Organization

In the six companies with a centralized form of organization studied by the Board, both types of centralization are found. No one plan functions precisely like any other. A unique company organizational structure, or the nature of the business itself, or other important factors can prompt the suggestion system setup.

Where a number of very small units are involved, it is impractical to maintain a local committee for each. Under such circumstances, a centralized system can often function effectively.

One large food processing company operates its suggestion plan in eleven plants. But to date, only salaried employees are eligible to participate. This presents the problem of a number of very small units because of the limited eligibility. The solution the company ar-

ered at was to operate with only a central committee in the general office. All divisions of the company are presented on this committee, and it receives and processes directly all ideas submitted.

Another company with somewhat the same problem, but on a much larger scale, is American Airlines. This company, with over 200 operating units, has a centralized suggestion plan with two committees and two separate office staffs. One is located in Tulsa, Oklahoma, and covers all functions of the maintenance and supply use at that point. The other is in New York City and covers all other functions throughout the country.

"Originally," the company writes, "we had only one suggestion staff and one committee. After we opened the Tulsa base, we found it extremely difficult for a committee located in New York to judge functions 500 miles away, of which it had no intimate knowledge." All maintenance and supply suggestions, not of local nature, are investigated at Tulsa.

Although the active cooperation of the regional and local stations is genuinely sought, the company setup prohibits local autonomous operation. Like the already-mentioned food processing company, American Airlines has a great many units with a very small number of employees. The practicality of a local suggestion system committee for a handful of employees is doubtful.

Another drawback to a noncentralized organization for this company is the nature of the business. According to American Airlines, most of its procedures are controlled from one central office and have to be adopted system-wide or not at all. Local units cannot be given the authority to make any changes which could affect these procedures.

But other companies have other reasons for the way their suggestion plans are constituted. Sometimes the arrangement is compatible with the way the head office or a company controls outlying units. In one company, for instance, each major operating division of the company has a suggestion system representative. All suggestions pertaining to his division are sent to him for investigation after they are received in the home office. He is responsible for investigation reports and award determinations on suggestions in his province. "We find that such routing of the suggestion gives the company better over-all control of changes occurring at the outside locations," the company says.

At H. P. Hood and Sons, all suggestions are cleared through a central committee which represents all the operating departments. Investigation of suggestions is made by the local supervisors concerned, and recommended action is cleared at biweekly meetings of the central suggestion committee.

Less centralized plans operate through local committees which report to a central committee or head office for final decisions. The National Biscuit Company, with eighty-seven local suggestion committees, has

each committee report to the suggestion system department in the general office. The local committees may recommend suggestions for local adoption and award, but the general suggestion board makes the final decision after investigation by the line department involved. National Biscuit's general suggestion board is comprised of five top company officers.

A chemical company, with its suggestion plan operating in eleven plants and all its branch sales offices, also has this semicentralized organization. While the central committee establishes procedures and makes final decisions on awards, each plant and branch office has a local committee which studies suggestions and recommends acceptance and award.

Communications

One of the major advantages of a centralized suggestion plan is that a single office has immediate knowledge of all adopted suggestions and can pass along necessary information to other plants.

Each major department at American Airlines has a *Newsletter* sent to all personnel concerned, in various cities throughout the country. The *Newsletter* carries an account of ideas used to advantage at other stations. If action on any of these ideas is mandatory, the department concerned may issue bulletins or instructions from its headquarters office.

The Tulsa branch of the suggestion system publishes a *Tool Bulletin* to pass along good tooling ideas from station to station. A return form at the bottom of the *Bulletin* informs the office whether the idea has been adopted at the station, and if not, why it has not been.

This company also publishes and sends to several hundred supervisors the minutes of the suggestion committee. These are posted on station bulletin boards and are read by many, judging from the number of requests for additional information the company receives.

A special form, called the "Branch Adopted Notice," is used by National Biscuit Company to inform plants of accepted suggestions. Generally the department concerned sends out these notices to plants which may find the idea applicable. The local units inform the department director if the suggestion is adopted, and he notifies the suggestion system department.

Another company passes along adopted suggestions to other plants by letter, explaining the idea briefly and suggesting that it be considered for adoption if practical. As in the decentralized plans, a central committee can relay an adopted suggestion to other locations where it may be put to use, but it cannot assure adoption.

One company frankly admits: "Getting company-wide application of adopted suggestions has been one of the major problems of our system." Supervisors are notified of all adopted suggestions by award posters.

(Continued on page 424)

One Year Off—with Pay

BEFORE JUNE, 1953, Hedco Manufacturing Company was like the St. Louis Browns in 1951—one team going, one team coming, and one team playing. Hedco's turnover, in short, was terrific—in a very depressing way. But since June, 1953, only two of Hedco's normal force of 200 employees have left. And they left only because of circumstances beyond their control. What made the difference? A one-year vacation with pay.

Of course, none of the employees are getting a one-year vacation this year, or even next year for that matter. They must have ten years of service before they get the year off. Most of them now have only two years of service. But evidently the promise of a one-year vacation with pay stopped the exodus.

What's more, there is a long waiting line for job openings. Since announcing the one-year vacation plan, Hedco has been deluged with applications. The company manufactures electronic equipment, phonographs and radios. From a look at the letters, most of the applicants don't know a condenser tube from a tooth-paste tube. Some are white collar professionals, some are skilled tradesmen, others are unskilled laborers. And they're from all states of the union. Letters of application have also come from France, Italy, Israel and other foreign countries. One letter from Holland came addressed:

Gramophone Works
Chicago, Illinois
Ten Years Labor, One Year Vacation.

It reached Hedco's president, Paul M. Davidson, without delay.

Two weeks of solid dictation hardly dented the pile of job inquiries. At that point, Mr. Davidson stopped to rest his voice and ponder. Has the one-year vacation finally solved his turnover problem? Early response would indicate yes; no one is leaving, morale is bouncing. But maybe the pickup is just temporary. Mr. Davidson wants to wait a while before deciding the problem has been licked.

THE BIG IDEA

Hedco's one-year vacation plan didn't appear overnight. It brewed for over a year before it was finally written into the company's contract with Local 1031 of the AFL International Brotherhood of Electrical Workers. The company has operated in Chicago only since 1951. Before that its plant had been in Mount

Vernon, New York. The chief problem that attended the move to Chicago was the new job market.

As a new company in a new area, Hedco found it difficult to stabilize its work force. Employees would come in, be trained and then go to a company with a slightly higher pay scale. It was more than disconcerting. Recruiting, selecting, and training new workers was costly. More than a year ago, Local 1031's business agent, Frank Darling, approached the company with the idea of a one-year vacation plan. (Mr. Darling had previously innovated vaudeville acts at union meetings to stabilize attendance.) The long vacation was to be a substitute for a pension plan—and an incentive to stick with the company.

President Davidson studied the possibilities for almost a year. There were many angles. For example, would it be more or less costly than a pension plan? And how would the high cost be financed when the long vacations begin? How would replacements for the employees away for a year be handled? And how about employees who might not want to be idle a full year? Or employees who might take a job with another company for a year while getting vacation pay from Hedco?

Some of these questions won't be fully answered until 1961 when most of Hedco's employees first become eligible for the year off. But Mr. Davidson worked out enough problems to convince himself that a one-year vacation was feasible. The plan he finally negotiated with the union was quite different in many details from the one originally proposed.

The main features provide a year's vacation with pay to hourly employees after each ten years of service. Any work performed during the vacation year will be paid for at double time. There is a normal vacation schedule for years other than the tenth, twentieth and thirtieth anniversaries: one-half week after six months of service, one week after one year's service, and two weeks after two years. So an employee, after once taking the one-year vacation, would receive two weeks vacation until his twentieth year of service when he would again get the year vacation. So far, only the hourly employees covered by the company's contract with Local 1031 are eligible for the year off. But the company is working on possible extension of the plan to cover salaried employees.

Cost and Financing

A one-year vacation—or double time for hours worked—is costly. But it is less costly, Mr. Davidson is

onvinced, than a pension plan. Total out-of-pocket expenses are less, according to his comparative calculations. And just as important, Mr. Davidson sees fewer headaches attached to the vacation plan than to a pension plan. He believes the advantage lies in the fact that he doesn't have the problem of vesting, early retirement, or disability benefits that he would have to contend with in a pension plan. There is no vesting, no pro rata share of the one-year vacation for employees who do not complete ten years of service.

On financing, Hedco loses the tax advantage that goes with setting up reserves for pensions. The company, so far, plans to set aside reserves to pay for the vacations. But it gets no tax cuts on these funds. Even so, without breaking it down to cents per hour, Mr. Davidson's figuring indicates the long-term cost of the vacation plan is less than a pension plan. An insurance company has approached Hedco with an offer to insure the cost of the vacation plan. Under the insurance arrangement, there would be certain tax advantages. The merits of this against other financing methods are still being considered.

Replacements

For any company with a normal vacation schedule, the replacement problem is annoying. It would

appear that this would be aggravated when the employees take a year's vacation. But Hedco's president shrugs it off. He figures that few, if any, of his employees will really want a full year off. Few could afford the expenses of a full year of vacationing. And psychologists he has talked with have convinced him that the normal working man does not want to sit around and do nothing for any length of time, even if he is paid for it. Chances are, says Mr. Davidson, that most of the eligible employees will want to take a month or six weeks and then get the double premium pay for the rest of the year. Since practically all of the present employees become eligible for the year off at the same time, the problem might be handled through a plant shutdown for that length of time, according to Mr. Davidson. That would solve the replacement problem. Then, too, the double-time pay would act as a deterrent to employees who might take the year off and go work for another company at straight time. At any rate, eight years from now, Hedco's president plans to reach a mutually acceptable solution through meetings with the employees. By then, he may also know whether the turnover problem that prompted the one-year vacation has really been licked.

HAROLD STIEGLITZ

Division of Personnel Administration

Briefs on Personnel Practices

What Do You Mean by "Employee Relations?"

Words carry different meanings to different groups. The employee research section of the General Motors Corporation recently made a study of the meanings of terms commonly used in industrial research. Forty persons in each of three groups—industrial psychologists, personnel administrators and supervisors—were asked to define an identical list of words.

The largest percentage of all three groups defined "employee relations" in terms of attitude—either "relationships between management and workers" or "feelings and attitudes of workers toward management." The latter included workers' feelings toward their fellow workers and their work.

However, 28% of the psychologists and 18% of the personnel administrators defined "employee relations" as personnel practices and activities—things done to achieve improved human relations. This interpretation was chosen by only 5% of the supervisors. "Getting along with people" was a definition suggested by 20% of the supervisors. A total of nearly 80% of the supervisory group thought of "employee relations" as attitudes rather than practices.

Seafarers Are Artists, Too

More than 115 works entered in the second annual art contest for members of the Seafarers International Union (AFL) were exhibited at the union's New York headquarters. Many of the exhibits were shown also at the New York Architectural League under the sponsorship of the New York Public Library. Handicrafts were included, as well as oil paintings and water colors. Prize winners received gold SIU emblem rings.

Union Awards Service Pins

Occasionally, through cartoons in their publications, unions poke gentle fun at company service award plans. The Oil Workers International Union (CIO), however, thinks well enough of service recognition plans to have one of its own. For several years it has been issuing lapel pins to members who have ten or more years of continuous membership in the union. Recently, twenty-year pins were added. The local union notifies the international organization when a member's qualifying service period has been completed. The international union sends a pin directly to the recipient with an accompanying letter of appreciation for his long service.

PENSIONS AND OTHER BENEFITS

Big Gains in Health Insurance Coverage

The number of people voluntarily insured against hospital, surgical, and medical expenses reached the highest point in the country's history in 1952, according to the latest annual survey by the Health Insurance Council. The council's report, entitled "Accident and Health Coverage in the United States," covers plans of insurance companies, Blue Cross and Blue Shield, and all other organizations which provide voluntary health and accident protection. Both personal and dependents' coverage are included.

The total number of people covered by hospital expense insurance exceeded 91 million at the end of 1952, an increase of 7% over 1951. Of this number, more than 43 million were covered by Blue Cross and medical society plans, 29 million by group insurance plans, and 22 million by individual insurance plans. Another 5 million were members of industrial, community, and other independent plans.¹

Over 73 million people had surgical coverage at the end of 1952, a 12% rise from 1951. Nearly 30 million were protected by group insurance and 19 million by individual insurance. Blue Shield and medical society plans accounted for coverage of 28 million. Nearly 5 million were enrolled in independent plans.

Medical coverage showed the greatest gain, 29%, over 1951. Nearly 36 million people had this type of protection at the end of 1952. More than half of these were covered by Blue Shield and medical society plans. About 10 million were protected by group insurance and 5 million by individual insurance. Independent plans covered another 5 million.

The newest type of health protection, major medical insurance, or catastrophe insurance as it is sometimes called, covered 689,000 people at the end of 1952. 533,000 of these were enrolled in group plans and 156,000 were protected through individual insurance policies.

This year, for the first time, the report contains estimates of the amount of benefits paid under voluntary health protection. During 1952, an estimated total of \$1,075 million was paid out for hospitalization and \$546 million for surgical and medical benefits. An additional \$474 million was paid out in disability benefits through group and individual insurance plans.

¹The 91 million grand total figure and the grand total figures that are given in the following paragraph are arrived at by making deductions for estimated duplication.

West Coast Longshoremen's Pension Report

Pension benefits of more than \$1.5 million have been paid out during the first year's operation of the International Longshoremen's and Warehousemen's Union-Pacific Maritime Association pension fund. As of September 1, of this year, 1,497 retired dockers are drawing pensions of \$100 per month plus Social Security. Contributions to the fund are made by employers on a tonnage basis.

New and Increased Benefits

Pitney-Bowes, Inc., has raised its group hospital and surgical benefits for both employees and their dependents. The daily room-and-board allowance has risen from \$8.50 for employees and \$7.50 for dependents to \$11 for each. This sum is now payable for seventy days instead of the former thirty-one. The miscellaneous services benefit has been upped from \$85 for employees and \$75 for dependents to \$200 for each, plus 75% of any amount over \$200, to a maximum benefit of \$2,000. The surgical maximum is now \$250 instead of the previous \$150. Employee contributions have been increased 40 cents per month for individual insurance and about \$1 per month for family coverage.

* * *

American Cyanamid Company has liberalized its pension plan in several respects, effective retroactively to July 1, 1953. Benefits for service before that date will now be computed on the basis of December 31, 1952, base pay, minus \$600 per year. Past-service credits were formerly figured on December 31, 1943, base pay for years before that date, and on the actual base rate thereafter, minus \$600 a year. Future service benefits will now be computed on total annual earnings. The former \$12,000-per-year pension ceiling has been removed, and the early retirement and joint-survivor options have been revised.

* * *

The General Mills Health Association has adopted a number of increases in benefits for both employees and dependents. The daily hospital allowance has been raised from \$6 for sixty days to \$8 for 120 days. The miscellaneous services benefit has gone up to \$200 plus 75% of additional charges to a maximum of \$2,000.

Major medical insurance is provided against polio and certain other serious illnesses. (General Mills will pay the entire cost of this benefit for the first three years.) Both the surgical and in-hospital medical maximums are now \$200, instead of \$150. Benefits for nervous and mental illnesses were formerly allowed only for employees and only if the illness resulted from company employment. Benefits for such ailments are now allowed on the same basis as for other illnesses, and dependents are covered to a maximum of \$360 each.

Employee contributions have been raised 35 cents per month for the employee alone, 35 cents for the spouse, and 35 cents for the children as a group. The monthly increase is 50 cents for each of the employee's dependent children over age eighteen and 50 cents for each dependent parent. The plan has a \$15 deductible, which makes the higher benefits possible at these slightly increased rates. General Mills has also raised its contributions to the plan.

New Profit Sharing Plan

The County Trust Company of White Plains, New York, has adopted a profit sharing plan for all employees including officers. The new plan will replace the Christmas bonus system. Ten per cent of the bank's net current operating earnings, before taxes, will be set aside at the close of each calendar year. From this amount is deducted the sum of: (1) the year's interest on debentures of the bank; (2) 1% of the amount of loans made through the personal credit division during the year; (3) finance fees received in connection with the making or purchase of FHA or VA mortgages. The amount thus arrived at (which may be reduced if necessary to insure stockholders a 6% return) will be distributed among employees in proportion to their base earnings. The employee may take his share in cash, or may elect to invest 25%, 50%, 75%, or all of it. He may choose whether his funds are to be invested in an interest bearing account, the bank's stock, the bank's common trust fund, or a combination thereof. The employee receives his invested funds when he leaves the bank's service.

Keeping Employees Informed

The employee magazines of several corporations are publishing articles designed to show employees how to go about collecting benefits due them under company plans.

R. R. Donnelly and Sons Company gives detailed instructions on how to fill out sick benefit claim forms, and a brief "re-cap" of eligibility requirements.

American Can Company reminds employees that claims can be quickly processed by the insurance company only if they are properly filled out by em-

ployee, physician, hospital authorities, and supervisor. The article also lists some of the most common causes of delayed claims, most of which could be avoided if the employee would keep close tabs on the claim form until it reaches the hands of his supervisor.

The American Enka Corporation's magazine passes on a request from the industrial relations department urging hourly rated employees to turn in their birth certificates to their foremen. Pointing out that the pension plan cannot be properly administered unless the company knows how old employees are, the article knocks down employees' objections to obtaining and handing in birth certificates. It is not necessary to travel to one's birthplace to get the certificate, and the company won't hold it against a man now if he lopped a few years off his age at the time he was hired. Employees can't accumulate any more pension credits after age sixty-five, and they could get Social Security if they retired, the magazine reminds them.

Employee Stock Ownership Plans

The Eastman Kodak Company announces an arrangement for permitting employees to use payroll deductions for the purchase of company stock. Management of the funds will be "farmed out" to Quinby and Company, a Rochester investment enterprise, and a local bank which will act as custodian of the funds and purchase the shares on the open market.

This is the first time a major corporation has made its stock available for employee purchase through an independent agency. Eastman Kodak decided that any plan it might develop would not offer any special advantages over those already available under the Quinby plan. The company does not urge or recommend that its employees buy company stock, nor does it in any way sponsor or recommend the Quinby plan.

* * *

The Ohio Oil Company has adopted an employee thrift plan effective November 1, 1953. Employee funds will be accumulated through payroll deductions at the rate of 2%, 4% or 6% of the employee's gross pay (this may be raised to 8% after twenty years' service). The company will add 50 cents for each dollar contributed by the employee. The employee may direct that his account be invested in company stock, government bonds, investment company shares, or any combination of the three. Or he may choose to have part or all of his account held in cash. Partial withdrawals are permitted after the five-year vesting period. The entire account is distributed to the participant or his beneficiary when he retires or dies or when he leaves the company or withdraws from the plan after acquiring vesting rights.

LOIS E. FORDE

Division of Personnel Administration

What makes for efficiency in operating a power sewing machine? This company didn't know, but it set about to find out. It asked itself . . .

Can Research Help?

NOT LONG AGO the Riegel Textile Corporation decided to transfer one of its operations—the manufacture of work gloves—from a plant in Georgia to one in Alabama. Among the many problems connected with this move was recruiting new personnel. About 600 sewing machine operators had to be recruited and trained for the Alabama plant.

Management was confronted with this question: What are the characteristics of a good sewing machine operator? Obviously, if this question could be answered satisfactorily, the problem of selection would be simplified. But no one was ready with the answer. Riegel, like many companies, had been hiring workers for years with only a general notion of the desirable qualifications.

It had been generally assumed that sewing machine operators should be young high school graduates with above-average scholastic records. Girls with superior backgrounds were sought. Standards were "lowered" only when the supply of such applicants became exhausted.

These standards appeared perfectly sound on the surface. But management felt that it would be desirable to subject its procedures to analysis and study. And a logical time to do this, it reasoned, was in advance of the move to Alabama. It hoped that a guide and a set of standards could be developed which would help the employment interviewers in the new plant in their screening of job applicants. Thus, a study was begun of the workers in the Georgia plant while it was in regular operation.

About 400 operators were on the payroll when the research was undertaken. This group was divided three ways. "Most efficient" and "least efficient" groups of approximately one hundred each were identified, leaving a middle group of around 200. Since all the girls were on straight piecework, accurate records of production (and earnings) were available, and these were used to determine the efficiency classifications. Neither the middle-efficiency group nor the girls who were in training at the time participated in the study.

Seven items of information were collected for the operators in the "most efficient" and the "least effi-

cient" groups: age, height, weight, length of service years of education, marital status, and offspring.

With 100% representing standard efficiency, the differences in the two groups may be noted in the figures below.

	Number	Per Cent Efficiency
Most efficient group	95	113.7
Least efficient group	104	84.8

The two groups, while similar in size, differ considerably in job performance.

No significant differences are seen in the over-all averages of the two groups in the next table.

	Age	Height	Weight	Years Service	Years Educ.	% Married	% with Children
Most efficient group	30.5	5'4½"	132	9.2	8.6	73.1	53.7
Least efficient group	31.0	5'4"	133	8.1	8.4	85.3	55.8

But some interesting differences *do* appear when the various comparisons are broken down and examined in detail.

Consider the matter of age. Each of the fifteen girls in the twenty-eight, twenty-nine age group was found to be "most efficient."¹ Workers under twenty-one and workers over forty showed low job efficiency. It was therefore suggested that girls in their twenties be recruited. They would be trained through the usual thirty-four-week period and a large majority of them probably would attain a satisfactory rate of production. Moreover, these girls might be expected to maintain an average or an above-average level of performance for some years.

Similarly, a close look at the height-weight figures reveals some differences that are covered up in the over-all comparisons of the two efficiency groups. Girls with favorable height-weight indexes were more apt to be good producers than girls who were "too short," "too tall," "too light" or "too heavy." This finding seems in line with other company evidence that the athletic-type girl with good hand-eye coordination is likely to do well as a sewing machine operator.

Little relation was found between amount of schooling and efficiency as an operator. Thus, no special

¹ The detailed figures for the different items are not shown.

reference is now given the applicant with a high school diploma.

Neither marital status nor offspring seemed to be factor of any significance in this particular study.

Two thousand applicants were interviewed and 600 trainees selected, keeping in mind the age and the eight-weight specifications discussed above. Whereas the long experience in Georgia had led the company to expect that no more than 50% of new girls would maintain the learner's schedule of production during the training period, approximately 85% of the initial group of Alabama girls did. This is regarded as at least a straw in the wind that the Georgia study has validity and was of practical value to the company.

More recently, however, the labor situation in the Alabama locale has tightened considerably, and the employment department has found it necessary to relax its hiring standards. For this reason a further check of the Georgia findings cannot be made at the present time.

The Riegel management is fully conscious of the limitations of its research. Only a few items of readily available information were analyzed. Other data such as medical reports, psychological test scores, and the

ratings of employment interviews might have been obtained and might have thrown additional light on the characteristics of successful sewing machine operators.

Also, it is a commonplace among research workers that findings which grow out of a study of one group in one situation may or may not hold true for other groups in other situations. Riegel has had only a limited opportunity to test its findings in the Alabama plant.

Riegel looks upon its study as a very modest one but perhaps as the beginning of a new interest in the wide area of personnel research. The findings are being treated cautiously. It is hoped that much more experimenting and testing can be done later on. As a vice-president of the company remarked: "So far, we've barely gotten our feet wet. But as a result of our first effort, we're more research minded; and that seems important to us. We think more research in personnel problems is needed and that such research will help us operate a better and more efficient company."

STEPHEN HABBE

Division of Personnel Administration

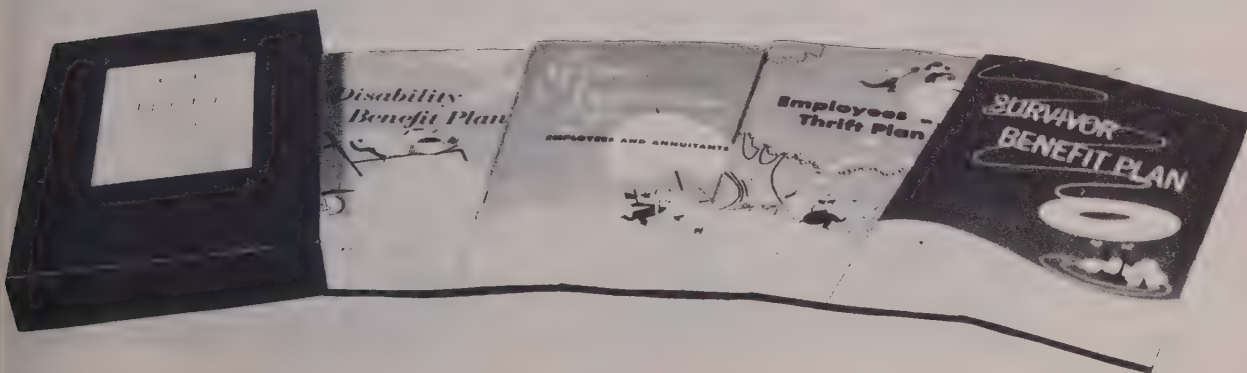
Keeping Employees Informed

Esso Standard Oil Company has literally packaged its benefit plan for distribution to all employees. A special clothbound box has been designed to hold four booklets which describe the company's major benefit plans. In this way the booklets can be kept all together on a book shelf for easy reference. The spine of the "book" contains the company's name and a list of the benefit plan booklets inside, so that the material can be readily identified when placed on the book shelf.

The four booklets describe (1) the company's group

life insurance plan for employees and annuitants; (2) the disability benefit plan, including permanent disability benefits; (3) the survivor benefit plan, for both employees and annuitants; and (4) the employees' thrift plan, which contains both annuity and savings features.

The booklets are uniform in size. But each is a different color and carries a different cartoon illustration on the cover. In addition to a simplified and liberally illustrated explanation, each booklet contains the full text of the plan.



Union Fights Communism with Cartoons

Secretary of State John Foster Dulles, at the recent AFL convention, paid tribute to the work of unions in exposing the myth that the Soviet Union is a workers' paradise. "The Russian worker," said Mr. Dulles, "is the most managed, checked, spied on and unrepresented worker in the world today." To the AFL and CIO unions that have been exposing communism, Mr. Dulles' comments were not new. They have been passing this information on to their members for many years.

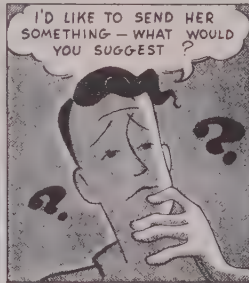
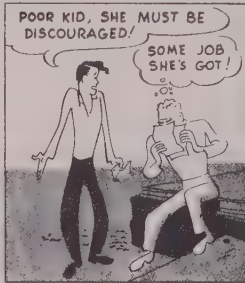
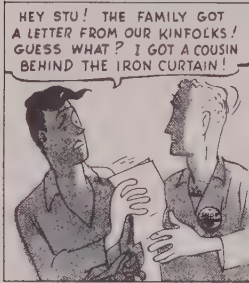
The AFL International Association of Machinists, for example, has used editorials and news stories in "The Machinist" to show the meaning of communism. Recently "Machinist" editor Gordon Cole saw a news report that illustrated perfectly that in communist countries unions are agents of the state rather than of the workers. The report from Czechoslovakia stated that the Communist govern-

ment had dismissed and disciplined two union officers for "trying to win the workers' sympathy by adopting a popular policy."

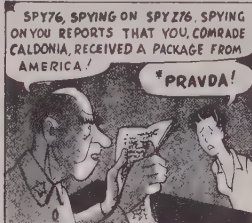
When "The Machinist" staff got through laughing, they decided that this and other information about Soviet working conditions might have greater impact if treated as a comic strip. "The Machinist" has regular comic strips featuring Cal Calipers, a bumptious machinist always in and out of trouble at the shop. It was a simple matter for cartoonist Dee Fairchild to give Cal a long-lost cousin in the Soviet. To document work situations that Cal's cousin might meet, editor Cole went to "Elements of Soviet Labor Law" by Vladimir Gsovski. The end product was twelve comic strips that appeared in "The Machinist." A part of the series is reproduced here.

BROTHER CAL CALIPERS

By Dee

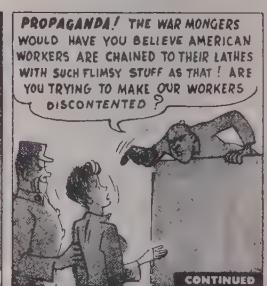
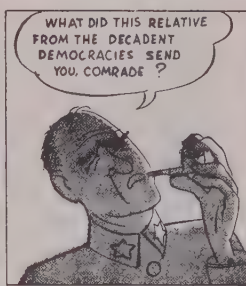


CAL SENT A GIFT TO A RELATIVE BEHIND THE IRON CURTAIN—LET'S FOLLOW THAT GIFT!



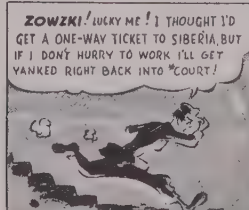
*Supposed to mean truth

Copyright 1983—THE MACHINIST

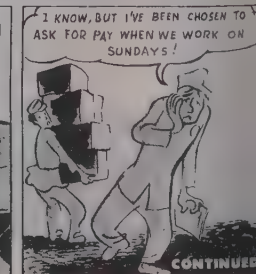
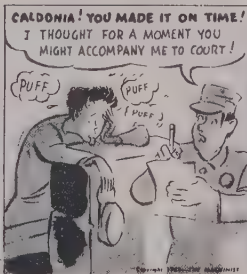


CONTINUED

CAL'S GIFT TO HIS COUSIN CALDONIA, IN U.S.S.R., HAS PUT HER UNDER A CLOUD OF SUSPICION...

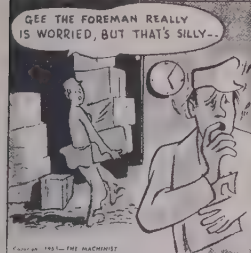


*Tardy to work four times in two months is considered absenteeism and punishable in U.S.S.R. courts ("Elements of Soviet Labor Law" by Vladimir Gsovski)



CONTINUED

CAL'S COUSIN CALDONIA, IN USSR, ARRIVES AT WORK AND FINDS THE FOREMAN....



THEY WON'T SEND A GOOD WORKER LIKE HIM TO A "CORRECTIVE LABOR CAMP JUST FOR SUGGESTING THAT WE GET PAID FOR SUNDAY WORK ?



*Polite expression for slave labor camp

NO! NO! HE'S A GOOD PARTY MAN, LOYAL WORKER, MUCH TOO VALUABLE TO LOSE!

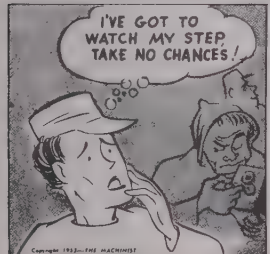


ATTENTION COMRADES! THIS IS IVAN IVANSKI, YOUR NEW FOREMAN!



CONTINUED

CAL'S COUSIN CALDONIA, IN USSR, UNDER SUSPICION AND ON THE SPOT, HAS LOST HER FRIEND THE FOREMAN



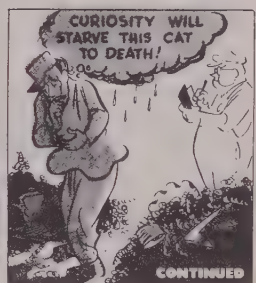
SAY! THAT LOOKS LIKE A PIECE FROM OUR ASSEMBLY LINE ?



IT'S BROKEN! AH HA! CAUGHT YOU HIDING SPOILED WORK! THAT'LL COST YOU! *

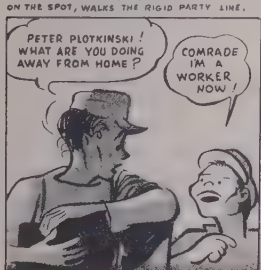


*Soviet workers are financially responsible for spoilage. ("Elements of Soviet Labor Law" by Gsovski)



CONTINUED

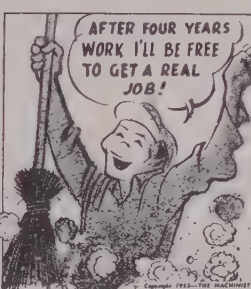
CAL'S COUSIN CALDONIA, USSR, UNDER SUSPICION AND ON THE SPOT, WALKS THE RIGID PARTY LINE.



I THOUGHT YOU WERE GOING TO SCHOOL ?

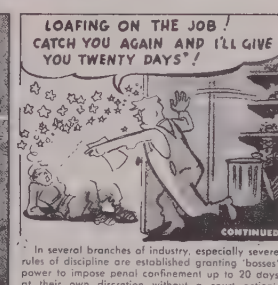
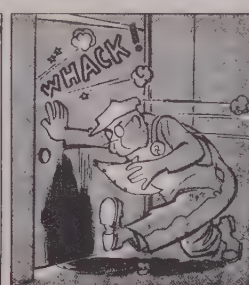


*800,000 to 1,000,000 youths 14 to 17 are drafted annually for on-the-job training ("Elements of Soviet Labor Law" by Gsovski)



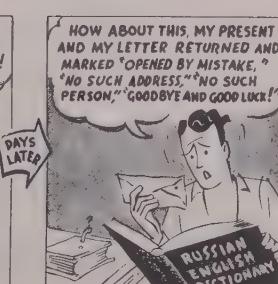
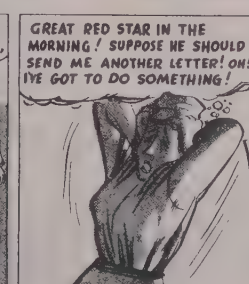
CONTINUED

CAL'S COUSIN CALDONIA, IN USSR, IS UNDER SUSPICION AND IS LOOKING FOR A WAY TO SQUARE HERSELF WITH THE PARTY.



In several branches of industry, especially severe rules of discipline are established granting "bosses" power to impose penal confinement up to 20 days at their own discretion without a court action ("Elements of Soviet Labor Law" by Gsovski)

CAL'S COUSIN CALDONIA, IN USSR, IS UNDER SUSPICION SINCE SHE RECEIVED A LETTER FROM THE UNITED STATES...



UNIONS SEEK LAYOFF CUSHIONS

MEANS of stemming layoffs currently occupy three CIO unions: the Steelworkers, Auto Workers, and the Oil Workers. Each sees the layoff problem in its industry as a basis for union action.

The Steelworkers, for example, believe that layoffs are developing widespread support for guaranteed annual wages. Steelworker union secretary-treasurer, I. W. Abel, told a conference of union members that 50,000 Steel union members had been already laid off. As reported by the *South Works Bulletin* (Local 65, USA-CIO), Mr. Abel said more layoffs are expected because of defense cutbacks.

"Layoffs anticipated by next Spring when this union begins its negotiations with basic steel companies," added Mr. Abel, "will serve to crystallize community and national sentiment behind the Steelworkers' demand for stabilized employment through a guaranteed annual wage."

The UAW-CIO will hold a national conference on unemployment in Washington on December 6-7. In January, 1952, the UAW-CIO held a similar conference, according to *The CIO News*, to focus attention on unemployment problems resulting from conversion of peacetime operations to defense production. A federal unemployment compensation bill was one of the solutions proposed at that conference.

The Oil Workers' program to curtail and prevent layoffs in the oil industry took the form of a "collective bargaining policy statement" covering the thirty-six-hour week, contract work, overtime, and across-the-board wage increases. Layoffs in the oil industry, according to *The Oil Worker*, have been growing. The problem has been intensified, says the union, by the practice of contracting out work and by excessive use of overtime. The bargaining policy outlined by the Oil Workers' Union calls for:

- Shorter workweek. Local unions are to press for a thirty-six-hour week with full take-home pay. However, departing from the usual union stand, the Oil Workers' policy permits the local to drop the demand for take-home pay in order to get the thirty-six-hour week. When the layoff problem becomes industry-wide, the union will press for a thirty-six-hour week with full take-home pay on an industry-wide basis.

- Contract work. All negotiators are to seek agreements to end the contracting out of work "in and around vicinities operated and maintained by our members."

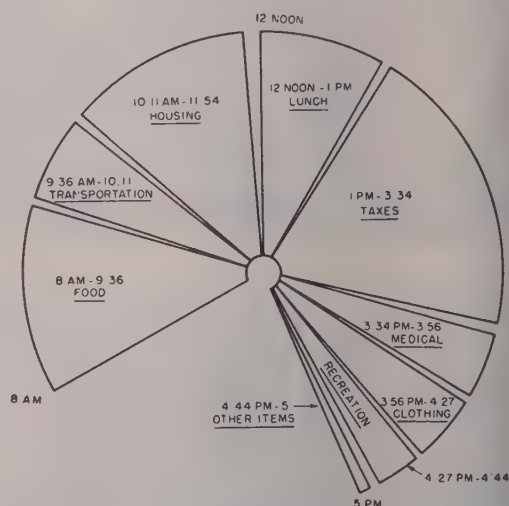
- Overtime. Oil units are to oppose extension of overtime by "(1) the institution by agreement of high overtime rates to the point where overtime is no longer profitable to the employer and (2) the institution by agreement of provisions requiring that overtime work be off set." The Oil Union says that the first method—setting prohibitive penalty rates for overtime work—has greater value in cutting overtime assignments than having short workweeks balance overtime.

- Wage policy. General wage increases, under the new bargaining policy, are to provide equal cents-per-hour increases for all employees regardless of job classification. The union's policy requires that no bargaining unit deviate from the equal cents-per-hour increase without special permission.

Taxes and a Day's Work

For two hours and thirty-four minutes each day, the urban worker earning \$4,500 per year works to pay taxes, according to figures published in the *Council Compass* (Western Electric Technical Employees Association, ind).¹ The workday charted by the *Compass* (see chart) shows that taxes—direct and indirect—take a bigger chunk of the employee's workday than any other item in his budget.

Taxes in Terms of Work



¹Research data for the *Compass* chart came from the Tax Foundation, Inc., New York City.

"ke-Durkin Row" Obscures Issue, Says UMW

The controversy surrounding the resignation of former secretary of Labor Martin Durkin has obscured three important issues according to the *United Mine Workers Journal*. One point seen obscured by the controversy is the fact that only Congress can amend, repeal, or otherwise change the Taft-Hartley law. To effectively change the law, the journal calls for union members to become more active at the polls. Another point obscured, according to the UMW, is the fact that "the prestige and power of the Labor Department has never in its forty years been at so low an ebb." But the major point emphasized by the UMW is that "the nineteen amendments about which there has been so much uproar were inconsequential and did not run to the real evils of T-H." Had the proposed amendments been passed, says the UMW editorial, "it would have made the job of weeding out the really obnoxious features much more difficult." To the UMW, the only change of any significance offered by the amendments was the union shop concession to the building trades unions. Most of the other amendments, comments the *Journal*, had been proposed in 1949 and were unsatisfactory then to labor leaders. "It is difficult to fathom the mental processes of labor executives," adds the *Journal* editorial, "who now rejoice, or were prepared to anyway, over something that was not good enough four years ago."

Union Finances

The contrast between the financial position of the AFL and internationals affiliated with it was illustrated in financial statements, recently published by the AFL and one of its affiliates, the Brotherhood of Electrical Workers. The total income for the Electrical Workers for the period ended June 30, 1953, was more than \$28 million, or about six times that

of the AFL. Although most of AFL income was from per capita tax payments from affiliates, well over half of the Electrical Workers' income came from other sources (see table for these and other union financial statements).

British Unions Cool Off On Nationalization

"For the British Trades Union Congress to go on record against government ownership of industry," comments *The Machinist*, is as surprising as if the AFL endorsed government ownership. So *The Machinist*, looking for reasons why the BTUC recently came out against nationalization of industry, reports these facts emerging from the British labor debates on nationalization:

"Union members are finding that they have benefited little personally from the nationalization of industry.

"There is little of the redistribution of wealth that British workers had thought would result from nationalization.

"Nationalization forced some shops and plants to close up or move to other cities, throwing people out of work or making them follow their jobs to new localities.

"Unions are discovering that negotiations for wage increases and other benefits are just as tough when the government is on the other side of the bargaining table as when industry is there.

"Union members are finding that the government is impersonal and frustrating to deal with when grievances arise."

The Machinist also notes that the BTUC stand is not a complete reversal. Although the BTUC opposes further nationalization "only at this time," it does not advocate the return of already socialized industries to private ownership.

Finances of Seven Unions as Listed in Labor Press

Union and Source of Data	Period Covered by Report	Assets	Liabilities	Receipts		Total Income	Expenditures
				Per Capita Tax Only	Initiation Fees Only		
American Federation of Labor <i>The American Federationist</i>	year ending June 30, 1953	n.a.	n.a.	\$4,767,805.40	\$70,081.69	\$4,983,975.45	\$4,575,024.88
Electrical Workers, AFL <i>Electrical Workers' Journal</i>	year ending June 30, 1953	28,089,135.61	2,105,747.04	10,625,481.50	1,014,340.02	28,716,147.57	7,025,259.19
Bricklayers, Masons, Plasterers, AFL <i>Bricklayer, Mason and Plasterer</i>	year ending June 30, 1953	18,015,416.94	1,145,564.26	2,403,205.42		3,171,923.91	2,289,416.24
Rubber Workers, CIO <i>United Rubber Worker</i>	year ending June 30, 1953	1,522,431.72*	28,823.92	2,181,016.15		2,206,744.68	1,774,605.18
Utility Workers, CIO <i>CIO News, Light Edition</i>	year ending June 30, 1953	320,924.57	921.81	549,841.25	3,593.00	564,802.18	504,525.25
Upholsterers, AFL <i>UIU Journal</i>	6 months ending June 30, 1953	153,160.50	95,105.01	227,900.99	16,988.01	323,365.74	304,884.40
Retail, Wholesale, Department Store, CIO <i>RWDS Employee</i>	6 months ending June 30, 1953	93,599.79	14,871.50	243,866.09		244,287.19	248,090.47

n.a. Not available

* Separate account maintained for URWA Home Association with assets of \$85,050.52

Mailers Union To Join CIO

After ten years of unsuccessfully attempting to affiliate with the AFL, the International Mailers Union will seek to affiliate with the CIO, reports *The International Mailer*. The IMU, founded in 1943, declares that its efforts to join the AFL were blocked by the AFL's International Typographical Union. The *explains that it concentrated on joining the AFL primarily because most of the craft unions in the printing industry were also in the AFL. The union claims 3,000 members.*

Office Union Forms Regional Conferences

To further white collar organizing efforts, the Office Employees' International Union, AFL, recently set up its first area conference covering the states of Texas, Oklahoma, Ar-

kansas, New Mexico and Louisiana, reports *The Weekly Dispatch* (AFL, Texas). OEIU organizing plans call for fifteen such regional setups covering the United States and Canada.

Another AFL Union Moves to Washington

After fifty years in Detroit, the AFL's Amalgamated Street, Electric Railway and Motor Coach Employees union is moving its headquarters to Washington, D. C., reports the *East Tennessee Labor News* (AFL Tenn.). The AFL Teamsters recently completed a similar move and the *Labor News* discloses that several other AFL unions plan to relocate their headquarters in the capital city. The trend to Washington, according to the paper, is tied to the increased importance of legislation in union affairs.

HAROLD STIEGLITZ

Division of Personnel Administration

Trends in

LABOR RELATIONS

New Deal For NLRB

Even though President Eisenhower's appointment of the third NLRB member has not been made, as of press time, the half-new, half-old board membership is already making new policies. One of the first of these, signed by all four board members, forbids any discussion by NLRB members and their staffs with a single party to any case before the board. All cases, they say, will be decided on the official record based on the formal arguments of the parties. The new NLRB policy statement further says:

"No board member will give *ex parte* audience to any party to a proceeding, or to the agent of such party, for the purpose of discussing any of the issues in the proceeding. In the event that a party or his representative, under circumstances beyond a board member's control, discusses the issues in a proceeding with a board member, the board member will have no recourse but to disqualify himself from deliberation or decision of the case—unless, after full consideration, the board believes that the nature of the audience or discussion raises no question of fairness or impartiality.

"The same rule with respect to giving private audience to a party to a proceeding shall apply to all employees on each board member's staff. No such employee shall be permitted to discuss such matters with nonboard personnel or with any party or his agent or give them any information concerning a pending case. Any employee who violates this policy will be subject to strict disciplinary action."

New Policy on Withdrawal from Runoff Election

Future policy was also written by the NLRB in the case involving the Pittsburgh Steamship Division of

the United States Steel Corporation. In handing down its decision the board said "it will be our future policy" to grant a union's request to withdraw from a runoff election "only on condition that we shall not entertain a second petition, following withdrawal from a runoff election, until one year after the request for withdrawal is granted." The reason for this new policy, the NLRB said, is "to prevent abuse and evasion" of the runoff election procedures.

Farmer Believes T-H Act Sound

Some portent for the future was given by NLRB Chairman Guy Farmer in a talk before a printing industry meeting in which he stated that he believed that "the basic structure" of the Taft-Hartley Act is sound. Enumerating his reasons for this opinion, he said "it is a good law and, if properly administered, it has a salutary effect on labor relations." The T-H Act, he said, "provides adequate and fair procedures for holding elections and determining questions of representation. It provides a mechanism for insuring a goodly amount of fair play and equality between management and labor in their relations with one another. It provides some protection for the rights of unions, employers, and for individual employees."

The NLRB's basic philosophy, according to its new chairman, shall be to lay down rules that "shall not give unfair advantage to one of the contestants." If the board does this, according to Mr. Farmer, the parties to a dispute "will be more inclined to settle their own problems by collective bargaining and less

inclined to come running to the board seeking to use its processes to gain an advantage."

Safety Rules in Contract Book

Part and parcel of Lever Brothers' union contract booklet are the safety rules. The contract booklet also contains two detachable forms: one to be signed by the employee and the other to be signed by his foreman. The forms read:

Employee's Acknowledgment

I have read the Safety Rules of Lever Brothers Company and agree to abide by them for my own safety and safety of my fellow workers.

Signature
Pay roll number

Foreman

Deliver to:
Safety Department Basket No.

FOREMAN'S REPORT

Does this employee know his Safety Rules?
.....YES
.....NO

Signature of Foreman:

Remarks:

Foreman: Please send this slip to the Safety Department after examining employee specified above, within two days after employment.

New Union Gets Immediate Bargaining Rights

A newly elected union is entitled to immediate bargaining rights notwithstanding the existence of a long-term contract with a union that formerly represented the employees. This is the crux of a recent unanimous NLRB decision—the first decision on this point in the eighteen-year history of the Wagner and Taft-Hartley acts.

The NLRB made the ruling in a case involving the American Seating Company and the AFL Pattern Makers' League. The NLRB directed the company to bargain immediately, upon request, with the AFL Pattern Makers as the representatives of the six pattern makers in the company's plant. The six workers formerly were represented by the CIO Automobile Workers as part of a plant-wide unit. The CIO union in 1950 signed a three-year contract covering all employees of the unit.

In 1952, in accordance with the NLRB rule that contracts of more than two years' duration ordinarily will not be recognized by the board as a bar to a collective bargaining election, the AFL Pattern

Makers' union was granted an election confined to a craft unit composed solely of the pattern makers. The six pattern makers voted unanimously to have the AFL Pattern Makers' League represent them. However, the company refused to bargain with the Pattern Makers for a new contract until its three-year contract with the CIO Automobile Workers union had expired. The board held this refusal to bargain constituted an unfair labor practice.

Nondiscrimination Applies to Applicant

The applicant for employment is included in this nondiscrimination clause under the contract between the International Harvester Company and the United Farm Equipment and Metal Workers (FE-UE, ind.):

"The company shall not discriminate in any manner whatsoever against any employee or applicant for employment because of race, sex, political affiliation or nationality."

Strikes In August

There were 675 stoppages involving 400,000 workers in effect during August, 1953. Man-days of idleness recorded were 2,800,000, about the same level as in August, 1952. Five strikes beginning in August each accounted for more than 10,000 workers.

One of the largest stoppages involved the approximately 50,000 telephone workers of the Southwestern Bell Telephone Company. This stoppage lasted for ten days. The brief nationwide stoppage at plants of the Firestone Tire and Rubber Company ended in late August.

Strike statistics for August are as follows:

Work Stoppages During August¹

Period	Work Stoppages Beginning in Period		All Stoppages in Effect During Period			
	No.	Workers Involved (Thousands)	No.	Workers Involved (Thousands)	Man-days Idle	
					No. (Thousands)	Per Cent of Estimated Working Time (All Industries)
August 1953 ²	450	230	675	400	2,800	0.31
July 1953 ²	475	260	700	410	3,000	.30
August 1952 ²	494	228	786	380	2,810	.33
August 1947-49 (average)	352	130	609	241	2,250	—

Source: Bureau of Labor Statistics

¹ All known work stoppages arising out of labor-management disputes, involving six or more workers and continuing a full day or shift or longer are included in reports of the Bureau of Labor Statistics. Figures on "workers involved" and "man-days idle" cover all workers made idle for one shift or longer in establishments directly involved in a stoppage. They do not measure the indirect or secondary effects on other establishments or industries whose employees are made idle as a result of material or service shortages.

² Preliminary estimates.

³ These figures do not include the "memorial" stoppage in coal mining.

JAMES J. BAMBRICK, JR.
Division of Personnel Administration

Review of Labor Statistics

THERE WAS little change in consumers' prices between mid-August and mid-September, according to THE CONFERENCE BOARD'S index. Although the all-items again hit an all-time peak, the total advance over the month was only 0.2%, brought about by fractional increases in all six components. The all-items index for September was 184.0 (January, 1939 = 100), as compared to 183.7 in August and 181.7 a year ago.

The 0.5% increase in the housing index was the largest change exhibited by any component this month. Effects of the lifting of federal rent controls in all but critical defense areas on July 31 show up again in the quarterly rent surveys conducted in September. Increases in the housing indexes of individual cities over the quarter ranged from 0.6% in Denver to 7.6% in Indianapolis. New Orleans registered the largest increase over the year (24.6%), followed by advances of 17.5% and 17.1% respectively in Evansville and Indianapolis.

Food prices edged up 0.2% over the month but are currently 2.7% below last year's level. Beef prices showed no marked change in either direction. Fresh pork, bacon, and lard all moved up sharply, while ham and lamb were somewhat lower. Egg prices soared as a late summer heat wave cut into production. Increases were also reported for bread, butter, coffee, carrots, and green beans. Other significant changes in prices of fresh vegetables were decreases in lettuce, onions, and sweet potatoes.

Of the remaining components, clothing, housefurnishings, and sundries each advanced 0.1% between July and August, and fuel rose 0.2% during this period.

The purchasing power of the consumers' dollar in September slipped 0.2% from its previous all-time low, reaching a level of 54.3 cents (January, 1939, dollar = 100 cents). This was 1.3% below its year-ago level. The purchasing value of the dollar for all-items and for each of the six components of the consumers' price index is presented in the accompanying chart. Figures have been rounded to the nearest cent. The food dollar has shown the greatest decrease (57%) in value since January, 1939, but it has also shown the greatest increase in purchasing power over the past year (up 3%). In sharp contrast is the housing dollar, which has shown the smallest drop (25%) in value since 1939, but the largest decrease (6%) in

the past year. The dollar still commands the same amount of clothing that it did last year; the housefurnishings dollar has increased 1% in value since 1952; and the fuel and sundries dollars have dipped 3% and 6% respectively.

EMPLOYMENT IN SEPTEMBER

Employment moved downward as usual between August and September, as students left their summer jobs to return to school. According to the latest Census Bureau estimates, civilian employment totaled 62.3 million in September. This figure was about a million below the August total but relatively unchanged from the high level recorded in September of 1952.

The drop in jobs between August and September was concentrated in nonfarm industries. Nonagricultural employment (including domestic and self-employed workers) is estimated at 55.0 million in September—1.1 million less than in August due to the withdrawal of students from the labor force. The decline was particularly large in trade and service activities. This movement was partly offset by the return of teachers and other school employees to their jobs.

Agricultural employment, at 7.3 million in September, was much the same as in August. There were significant changes, however, in the composition of the farm work force. Fewer students were doing farm work, but many housewives rejoined the labor force as harvesting activities increased.

Estimated at 1.3 million in September, unemployment was practically unchanged from the low level recorded in August. It was about 190,000 lower than in September a year ago. Much of the decline in the jobless total since September, 1952, took place among the long-term unemployed—those looking for work for fifteen or more weeks. Only 2% of all civilian workers were out of jobs this September. This is about as low a figure as has been recorded since World War II.

The total civilian labor force (which includes both employed and unemployed) fell sharply to an estimated 63.6 million in September as the result of the withdrawal of roughly 1.5 million students from summer jobs. The over-the-year drop in the labor force was about 146,000.

NONFARM EMPLOYMENT

Nonfarm employment continued at record levels in September, but the increase in the number of wage

and salary workers from August was smaller than usual for the season.

According to the latest Bureau of Labor Statistics estimates, the number of wage and salary workers on nonfarm payrolls in September was 49.6 million, an all-time high for the month, and 700,000 above last September.

The increase in nonagricultural wage and salary employment between mid-August and mid-September was 200,000, considerably lower than the August-to-September average gain of half a million in the post-war period. This was the second month when the rise in employment was less than usual. The BLS attributes the small rise in nonfarm employment to the absence of the usual seasonal increase in manufacturing. The number of workers on manufacturing payrolls was 17.2 million in September, a decrease of about 60,000 from August. The bureau points out, however, that factory employment in September was half a million higher than in September, 1952.

Employment declines, instead of the usual gains from August to September, were reported in primary metals, machinery, transportation equipment, furniture, textiles, and apparel. In the electrical machinery and fabricated metals industry groups, increases were smaller than usual. Decreases reported in lumber and leather were somewhat greater than the average decline for the season in recent years. Despite these changes, employment in fabricated metals, electrical machinery, and transportation equipment was substantially above the levels of a year earlier, and the work force in primary metals, machinery, and furniture groups showed a smaller gain over the year. In the lumber, textile, apparel, and leather industries,

employment was lower than in September, 1952.

Contract construction employment declined by about 30,000 between August and September—one of the largest reductions reported for these months in recent years. However, the total number of workers on contractors' payrolls this September was nearly 2.7 million—or less than 5% below the all-time peak for the month recorded last year.

The number of workers employed in wholesale and retail trade establishments increased by about 118,000 over August, with most of the gain reported in retail trade. This rise in retail trade employment was somewhat below the 1947-1952 average for this time of year. This was the first noticeable departure from the usual seasonal pattern in retail trade employment so far in 1953; but at 7.7 million, the total was an all-time high for September.

TURNOVER RATES FOR AUGUST

The Bureau of Labor Statistics reports that the hiring rates in the nation's factories remained practically unchanged from July to August, in contrast to the upswing which usually occurs at this time of the year. Nevertheless, the general employment situation remained highly favorable.

According to preliminary estimates, manufacturing plants hired workers at the rate of forty-two per 1,000 employees in August. This is about 25% below the post-World War II average for the month but slightly above the July rate of forty-one per 1,000.

Increases in hiring were smaller than usual in furniture, fabricated metals, machinery, textiles, and apparel. The following industry groups reported declines in hiring between July and August instead of the customary gains: primary metals, lumber, transportation equipment, paper, and tobacco products.

Layoffs rose slightly between July and August—from eleven to thirteen per 1,000 employees—and August was the first month in 1953 when the layoffs exceeded the rate for the corresponding month last year.

Increases in layoff rates between July and August were reported by most industry groups, with the larger increases occurring in fabricated metals, instruments, textiles, rubber, and stone, clay and glass products.

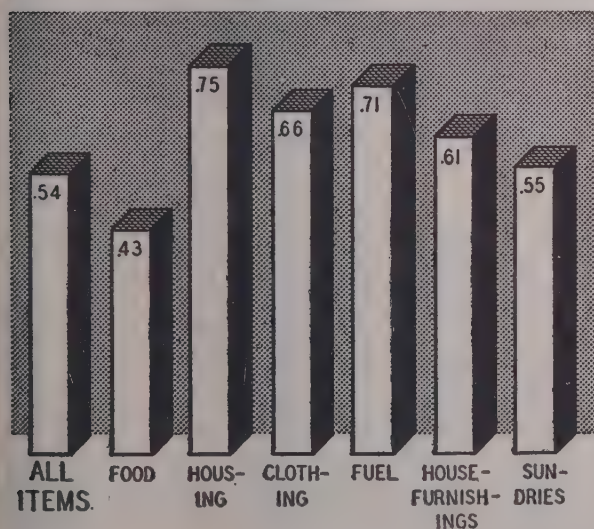
The rate of quits in factory jobs increased from twenty-five per 1,000 in July to twenty-nine per 1,000 in August. This was less than the expected rise for the season. Quit rates tend to increase with expanding employment opportunities, as workers shift to better jobs.

The rate of discharges remained constant from July to August—four per 1,000.

Total separations (including layoffs, quits, discharges and miscellaneous) were estimated at forty-nine per 1,000 employees, an increase of six per 1,000 over the previous month.

Purchasing Value of the Consumers' Dollar, Sept., 1953

(January, 1939, dollar = 100 cents)



Consumers' Price Indexes for Cities Surveyed Quarterly

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	Sept. 1953	June 1953	Sept. 1952	June 1953 to Sept. 1953	Sept. 1952 to Sept. 1953		Sept. 1953	June 1953	Sept. 1952	June 1953 to Sept. 1953	Sept. 1952 to Sept. 1953
Cleveland						Lansing					
Food.....	241.8	236.4	246.9	+2.3	-2.1	Food.....	257.2	258.3 _r	259.3	-0.4	-0.8
Housing.....	134.8	130.9	120.5	+3.0	+11.9	Housing.....	135.9	134.4 _r	133.8	+1.1	+1.6
Clothing.....	167.1	164.7	166.1	+1.5	+0.6	Clothing.....	155.5	154.9	155.1	+0.4	+0.3
Fuel ¹	148.1	147.2 _r	144.0	+0.6	+2.8	Fuel ¹	153.7	148.5	146.5	+3.5	+4.9
Housefurnishings.....	173.2	173.4	175.7	-0.1	-1.4	Housefurnishings.....	163.4	161.9	164.0	+0.9	-0.4
Sundries.....	189.6	187.0	179.9	+1.4	+5.4	Sundries.....	189.3	187.6	179.5	+0.9	+5.5
Weighted total.....	189.3	185.9 _r	185.2	+1.8	+2.2	Weighted total.....	189.2	188.2	186.2	+0.5	+1.6
Des Moines						Milwaukee					
Food.....	239.4	233.0	246.8	+2.7	-3.0	Food.....	248.2	246.9	256.7	+0.5	-3.3
Housing.....	125.6	125.6	119.7	0	+4.9	Housing.....	180.0	178.7	178.6	+0.7	+0.8
Clothing.....	162.8	162.0	162.1	+0.5	+0.4	Clothing.....	159.9	159.9	159.2	0	+0.4
Fuel ¹	163.4	159.3	158.8	+2.6	+2.9	Fuel ¹	144.6	141.3	138.7	+2.3	+4.3
Housefurnishings.....	165.9	167.0	162.3	-0.7	+2.2	Housefurnishings.....	176.8	177.6	176.9	-0.7	-0.3
Sundries.....	168.8	167.2 _r	163.8	+1.0	+3.1	Sundries.....	191.0	190.3	182.9	+0.4	+4.4
Weighted total.....	179.4	176.8	178.1	+1.5	+0.7	Weighted total.....	198.1	197.0	197.7	+0.6	+0.2
Huntington						Pittsburgh					
Food.....	224.2	221.2 _r	228.0	+1.4	-1.7	Food.....	239.0	236.7	242.9	+1.0	-1.6
Housing.....	128.6	127.6	123.6	+0.8	+4.0	Housing.....	150.3	141.0 _r	140.4	+6.6	+7.1
Clothing.....	151.9	151.0	150.4	+0.6	+1.0	Clothing.....	150.0	150.1	149.5	-0.1	+0.3
Fuel ¹	117.5	117.5	117.5	0	0	Fuel ¹	154.4	154.4	147.8	0	+4.5
Housefurnishings.....	149.6	151.5	152.5	-1.3	-1.9	Housefurnishings.....	148.4	146.7	147.6	+1.2	+0.5
Sundries.....	174.5	173.5	170.9	+0.6	+2.1	Sundries.....	180.4	179.6	177.3	+0.4	+1.7
Weighted total.....	177.0	175.6 _r	176.2	+0.8	+0.5	Weighted total.....	187.4	184.5	185.4	+1.6	+1.1
Kansas City, Mo.						Portland					
Food.....	218.8	213.1 _r	222.0	+2.7	-1.4	Food.....	241.5	238.1 _r	250.8	+1.4	-3.7
Housing.....	116.8	114.5	112.8	+2.0	+3.5	Housing.....	143.3	143.3 _r	141.3	0	+1.4
Clothing.....	156.1	156.7	158.0	-0.4	-1.2	Clothing.....	173.6	174.1	174.7	-0.3	-0.6
Fuel ¹	130.5	130.5	127.6	0	+2.3	Fuel ¹	159.5	159.5	144.1	0	+10.7
Housefurnishings.....	150.4	151.5	152.4	-0.7	-1.3	Housefurnishings.....	155.1	154.4	151.3	+0.5	+2.5
Sundries.....	183.0	182.5	175.3	+0.3	+4.4	Sundries.....	160.0	160.0	157.0	0	+1.9
Weighted total.....	174.4	172.4 _r	172.3	+1.2	+1.2	Weighted total.....	183.2	182.2 _r	183.7	+0.5	-0.3

¹ Includes electricity and gas.

_r Revised.

Percentage Changes in Indexes for One City

	Weighted Total		Food		Housing		Clothing		Fuel & Light		Housefurnishings		Sundries	
	June 1953	Sept. 1952	June 1953	Sept. 1952	June 1953	Sept. 1952	June 1953	Sept. 1952	June 1953	Sept. 1952	June 1953	Sept. 1952	June 1953	Sept. 1952
Evansville, Ind.	+1.0	+4.5	+1.3	-0.3	+1.2	+17.5	+0.4	+0.5	-0.6	+0.1	+1.0	+1.1	+1.0	+9.4

Consumers' Price Index for Thirty-nine Cities, and Purchasing Value of the Dollar

Index Numbers, January, 1939 = 100

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1952 September.....	181.7	241.0	125.7	150.8	167.4	136.6	136.3	93.0	102.9	165.1	172.9	55.0
October.....	181.5	239.9	126.2	150.5	167.4	136.1	137.9	92.7	102.7	164.4	173.2	55.1
November.....	182.3	241.3	126.8	150.6	167.4	136.3	138.9	93.4	103.0	165.7	173.4	54.9
December.....	180.9	236.1	127.6	150.6	167.4	136.3	140.5	93.4	103.0	165.7	173.8	55.3
Annual average.....	180.7	239.4	125.4	151.4	168.7	136.8	136.3	92.0	102.8	166.3	171.2	55.3
1953 January.....	180.4	233.2	128.2	150.6	167.4	136.3	141.1	93.4	103.9	163.7	174.9	55.4
February.....	179.0	228.7	128.8	150.6	167.7	136.1	140.8	93.4	103.8	162.6	175.0	55.9
March.....	179.5	229.1	128.9	150.8	167.5	136.6	140.9	93.4	104.0	164.7	175.9	55.7
April.....	179.4	227.4	128.9	150.7	167.4	136.4	140.7	93.4	104.2	164.5	177.8	55.7
May.....	180.2	228.5	131.0	150.8	167.8	136.4	138.6	93.4	104.3	164.5	178.2	55.5
June.....	181.2	231.3	131.3	150.9	167.9	136.4	138.5 _r	93.4	104.6 _r	164.0	178.5	55.2
July.....	182.3	233.3	131.7	150.8	167.8	136.4	138.9	93.4	104.7 _r	164.0	179.6	54.9
August.....	183.7	234.0	132.2	150.8	167.8	136.3	139.7 _r	93.4	105.1 _r	163.3 _r	183.3	54.4
September.....	184.0	234.5	132.9	151.0	168.2	136.4	140.0	93.4	105.1	163.4	183.4	54.3

Percentage Changes

Aug. 1953 to Sept. 1953....	+0.2	+0.2	+0.5	+0.1	+0.2	+0.1	+0.2	0	0	+0.1	+0.1	-0.2
Sept. 1952 to Sept. 1953....	+1.3	-2.7	+5.7	+0.1	+0.5	-0.1	+2.7	+0.4	+2.1	-1.0	+6.1	-1.3

SOURCE: THE CONFERENCE BOARD

¹ Rents surveyed quarterly in individual cities.

² Includes electricity and gas.

_r Revised

Consumers' Price Indexes for Ten Cities

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	Sept. 1953	Aug. 1953	Sept. 1952	Aug. 1953 to Sept. 1953	Sept. 1952 to Sept. 1953		Sept. 1953	Aug. 1953	Sept. 1952	Aug. 1953 to Sept. 1953	Sept. 1952 to Sept. 1953
Birmingham						Indianapolis					
Food.....	243.4	241.4	237.6	+0.8	+2.4	Food.....	252.3	254.3	253.5	-0.8	-0.5
Housing ¹	164.2	164.2	160.9	0	+2.1	Housing ¹	145.9	135.6	124.6 ^r	+7.6	+17.1
Clothing.....	151.3	151.8	151.4	-0.3	-0.1	Clothing.....	143.6	143.3	145.1	+0.2	-1.0
Fuel ⁵	130.9	130.4	132.5	+0.4	-1.2	Fuel ⁵	159.9	154.9	159.2	+3.2	+0.4
Housefurnishings.....	169.1	168.6	170.9	+0.3	-1.1	Housefurnishings.....	157.0	156.6	159.9	+0.3	-1.8
Sundries.....	156.7	157.1	154.6	-0.3	+1.4	Sundries.....	186.4	185.2	180.0	+0.6	+3.6
Weighted total.....	181.7	181.2	178.9	+0.3	+1.6	Weighted total.....	190.1	188.3	185.6 ^r	+1.0	+2.4
Boston						Los Angeles					
Food.....	219.2	222.6 ^r	230.3	-1.5	-4.8	Food.....	225.0	222.3	236.4	+1.2	-4.8
Housing ¹	130.3	130.3	128.9 ^r	0	+1.1	Housing ¹	142.1	142.1	143.0	0	-0.6
Clothing.....	143.2	142.1	142.1	+0.8	+0.8	Clothing.....	141.4	141.8	142.1	-0.3	-0.5
Fuel ⁵	179.4	179.6	173.8	-0.1	+3.2	Fuel ⁵	101.5	101.5	101.1	0	+0.4
Housefurnishings.....	155.4	155.5	155.9	-0.1	-0.3	Housefurnishings.....	161.2	160.9	159.3	+0.2	+1.2
Sundries.....	170.6	170.6	165.9	0	+2.8	Sundries.....	177.6	177.6	170.3	0	+4.3
Weighted total.....	177.5	178.7 ^r	179.6 ^r	-0.7	-1.2	Weighted total.....	177.5	176.8	178.6	+0.4	-0.6
Chicago						New Orleans					
Food.....	248.8	248.2	254.1	+0.2	-2.1	Food.....	258.3	257.9 ^r	253.1	+0.2	+2.1
Housing ¹	144.6	144.6	133.6	0	+8.2	Housing ¹	164.4	159.9 ^r	131.9 ^r	+2.8	+24.6
Clothing.....	147.6	146.3	146.4	+0.9	+0.8	Clothing.....	156.8	155.9	156.3	+0.6	+0.3
Fuel ⁵	120.9	120.7 ^r	118.0	+0.2	+2.5	Fuel ⁵	94.9	93.7	93.2	+1.3	+1.8
Housefurnishings.....	157.2	157.1	158.7	+0.1	-0.9	Housefurnishings.....	170.5	170.5 ^r	179.3	0	-4.9
Sundries.....	182.4	182.4	176.3	0	+3.5	Sundries.....	150.0	150.1	147.8	-0.1	+1.5
Weighted total.....	188.3	187.9	185.8	+0.2	+1.3	Weighted total.....	191.6	190.6 ^r	184.2 ^r	+0.5	+4.0
Denver						New York					
Food.....	235.6	239.6	237.3	-1.7	-0.7	Food.....	219.7	221.0	228.0	-0.6	-3.6
Housing ¹	132.1	131.3 ^r	128.3 ^r	+0.6	+3.0	Housing ¹	116.7	116.7	107.0 ^r	0	+9.1
Clothing.....	162.6	163.2	162.7	-0.4	-0.1	Clothing.....	152.6	152.4	152.4	+0.1	+0.1
Fuel ⁵	106.0	106.4	103.6	-0.4	+2.3	Fuel ⁵	138.0	138.0	135.2	0	+2.1
Housefurnishings.....	156.3	156.2	160.6	+0.1	-2.7	Housefurnishings.....	159.9	159.5	164.3	+0.3	-2.7
Sundries.....	164.2	164.4	154.7	-0.1	+6.1	Sundries.....	195.2	195.2	175.7	0	+11.1
Weighted total.....	176.4	177.7 ^r	173.4	-0.7	+1.7	Weighted total.....	178.9	179.4	175.1	-0.3	+2.2
Detroit						Philadelphia					
Food.....	244.9	243.0	250.3	+0.8	-2.2	Food.....	227.0	224.5	229.2	+1.1	-1.0
Housing ¹	141.4	141.4	130.6	0	+8.3	Housing ¹	118.2	118.2 ^r	117.6	0	+0.5
Clothing.....	147.1	147.1	146.6	0	+0.3	Clothing.....	141.6	141.9	142.7	-0.2	-0.8
Fuel ⁵	165.1	164.5	160.4	+0.4	+2.9	Fuel ⁵	159.8	159.8	154.6	0	+3.4
Housefurnishings.....	165.4	165.2	167.7	+0.1	-1.4	Housefurnishings.....	174.5	175.0	176.7	-0.3	-1.2
Sundries.....	192.7	192.7	179.1	0	+7.6	Sundries.....	186.2	186.2	177.1	0	+5.1
Weighted total.....	189.9	189.3	185.3	+0.3	+2.5	Weighted total.....	182.7	181.8	180.8	+0.5	+1.1

Source: THE CONFERENCE BOARD

¹ Rents surveyed January, April, July, October

² Rents surveyed February, May, August, November

³ Rents surveyed March, June, September, December

⁴ Philadelphia rent surveyed March, June, August, and November, 1953

⁵ Includes electricity and gas

^r Revised

Consumers' Price Index for Ten United States Cities, and Purchasing Value of Dollar

Index Numbers, January, 1939 = 100

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House- furnish- ings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1952 September.....	179.9	237.7	122.1	148.4	163.7	135.5	133.7	92.2	104.8	164.5	174.0	55.6
October.....	179.8	236.5	122.7	148.1	163.8	134.8	135.3	92.2	104.6	163.6	174.4	55.6
November.....	180.6	238.3	123.3	148.2	163.8	135.0	135.9	92.0	104.6	164.8	174.5	55.4
December.....	179.3	233.2	124.1	148.2	163.8	135.0	137.6	92.0	104.6	164.7	175.0	55.8
Annual average.....	179.1	236.1	122.0	149.1	164.9	135.6	133.4	90.9	104.5	165.6	172.6	55.8
1953 January.....	178.7	230.3	124.9	148.2	163.8	135.1	138.1	92.0	105.3	162.7	176.1	56.0
February.....	177.3	225.2	125.7	148.2	164.0	134.9	137.9	92.0	105.3	163.4	176.6	56.4
March.....	177.7	225.6	125.8	148.4	163.8	135.5	138.0	92.0	105.3	163.3	177.4	56.3
April.....	177.6	223.9	125.8	148.3	163.5	135.4	137.7	92.0	105.4	163.2	179.2	56.3
May.....	178.4	225.0	129.1	148.4	163.9	135.3	134.5	92.0	105.4	163.1	179.3	56.1
June.....	179.7	228.6	129.4	148.5	164.0	135.3	134.5	92.0	105.4	162.5	179.5	55.6
July.....	181.0	231.1	130.0 ^r	148.3	163.6	135.4	135.4	92.0	105.6	162.4	180.6	55.2
August.....	182.6	231.3	130.2 ^r	148.3	163.6	135.3	136.4 ^r	92.0	106.1	161.6	186.2	54.8
September.....	182.8	231.4	130.5	148.6	164.1	135.5	136.6	92.0	106.1	161.8	186.2	54.7

Percentage Changes

Aug. 1953 to Sept. 1953....	+0.1	a	+0.2	+0.2	+0.3	+0.1	+0.1	0	0	+0.1	0	-0.2
Sept. 1952 to Sept. 1953....	+1.6	-2.7	+6.9	+0.1	+0.2	0	+2.2	-0.2	+1.2	-1.6	+7.0	-1.6

¹ Rents surveyed quarterly in individual cities.

² Includes electricity and gas.

a Less than +0.05%.

^r Revised

WAGE ADJUSTMENTS

THE CONFERENCE BOARD confirmed fifty-three settlements involving thirty-one companies with a total of over 335,000 workers in the period from September 15 to October 15. Increases for approximately 280,000 wage earners ranged from 1 cent to 30.5 cents per hour, with the largest number of agreements averaging between 5 and 6 cents. The largest number of raises granted to approximately 56,000 salaried employees averaged between \$2 and \$3 per week, although there were, as usual, many variations.

Late confirmations of industry-wide patterns of settlement continued to influence the wage adjustment picture this month. Republic Steel, for example, granted the standard 8.5 cent increase to 68,000 workers. More oil companies granted the industry-wide 4% increase, the largest settlement occurring at the Sinclair Refining Company where 10,000 wage earners and 11,500 salaried employees were involved. Southwestern Bell Telephone granted an increase which averaged \$2.06 per week to 54,000 members of the CIO Communications Workers.

Other important settlements confirmed this month are:

- Westinghouse agreement involving 75,600 wage earners with increases varying from 3 cents to 11 cents per hour; and 31,200 salaried employees who received increases ranging from \$5 to \$18.60 per month.

- Western Electric settlement with 6,800 telephone division workers and 17,100 installation workers, all members of the Communications Workers of America, CIO. The wage increase averaged 8.5 cents per hour.

- Firestone Rubber Company granted a raise of 5 cents to 25,700 members of the CIO Rubber Workers union which appears to be the increase granted by all the major rubber companies.

VIRGINIA BOSCHEN
GRACE MEDVIN
JUDITH WISHNIA
Statistical Division

Getting Suggestions Across

(Continued from page 407)

In special cases where it seems likely that the idea would be useful to a number of locations, local units are sent special memos or copies of suggestions either by their department representatives on the central committee or by the suggestion system manager. "Even these methods are not completely effective," says one company. "A new suggestion may come from a plant to correct some local condition. On checking, we find

that the condition would have been eliminated if a previously reported suggestion from another location had been adopted by the plant."

ADDITIONAL AWARDS

When a suggestion adopted at one plant is used elsewhere, the award to the original suggester must be reconsidered. Most companies reward ideas whose value may be computed in dollars and cents by a percentage of the savings effected. Naturally, when the idea is put into use at other locations, the result is greater savings to the company.

The common practice among the companies queried is to grant an additional award to the suggester based on the total savings to the company (within the maximum award limits). The central office of the suggestion system usually authorizes the regular percentage of the additional savings when its total value can be ascertained.

Where the central suggestion system office requires local units to report the suggestions they adopt from other locations, the computation is simple. The reporting form usually contains information on the financial value of the idea to the particular unit. Also, in centralized plans where one committee can judge the effectiveness of an idea at all company locations, total savings can be easily measured.

Some companies, however, have had trouble in this phase of operation. The difficulty appears to lie in obtaining accurate information from the plants as to the suggestions they have adopted and their resultant savings. Without these data, a fair award can hardly be determined.

One company reports: "Our normal award on a money-saving idea at one location is 20% of the first year's savings. Usually this award is raised to 50% of the first year's savings at the first location if the idea is considered usable at other locations. This rule of thumb has been adopted after many years of struggling with attempts to calculate savings at successive locations."

Another company writes: "We have attempted to arrive at some formula whereby additional compensation may be extended to the suggester in the event of additional application for his suggestion. We have found it almost impossible to do this as we have been unable in most instances to secure reliable information from other plants upon which to base additional awards which would be fair to both the employee and the company. We hope to eventually work out a more comprehensive policy as it applies to this phase of our suggestion system operation."

Two companies surveyed say that they grant no additional awards to suggesters whose ideas are adopted at other locations.

ROCHELLE O'CONNOR
Division of Personnel Administration

MANAGEMENT RECORD

Significant Labor Statistics

Item	Unit	1955							Year Ago	Percentage Change	
		Sept.	Aug.	July	June	May	Apr.	Mar.		Latest Month over Previous Month	Latest Month over Year Ago
Consumer Price Indexes											
(WICB) All Items.....	Jan. 1939=100	184.0	183.7	182.8	181.2	180.2	179.4	179.5	181.7	+0.2	+1.3
Food (b).....	Jan. 1939=100	234.5	234.0	233.3	231.8	228.5	227.4	229.1	241.0	+0.2	-2.7
Housing.....	Jan. 1939=100	132.9	132.2	131.7	131.3	131.0	128.9	128.9	125.7	+0.5	+5.7
Clothing.....	Jan. 1939=100	151.0	150.8	150.8	150.9	150.8	150.7	150.8	150.8	+0.1	+0.1
Men's.....	Jan. 1939=100	168.2	167.8	167.8	167.9	167.8	167.4	167.5	167.4	+0.2	+0.5
Women's.....	Jan. 1939=100	136.4	136.8	136.4	136.4	136.4	136.4	136.6	136.6	+0.1	+0.1
Fuel.....	Jan. 1939=100	140.0	139.7	138.9	138.4	138.6	140.7	140.9	136.3	+0.2	+2.7
Electricity.....	Jan. 1939=100	93.4	93.4	93.4	93.4	93.4	93.4	93.4	93.0	0	+0.4
Gas.....	Jan. 1939=100	103.1	103.1	104.5	104.8	104.3	104.2	104.0	102.9	0	+2.1
Housefurnishings.....	Jan. 1939=100	168.4	163.8	164.0	164.0	164.5	164.5	164.7	165.1	+0.1	+1.0
Sundries.....	Jan. 1939=100	188.4	183.8	179.6	178.5	178.3	177.8	175.9	172.9	+0.1	+6.1
Purchasing value of the dollar.....	Jan. 1939 dollars	54.3	54.4	54.9	53.2	53.5	53.7	53.7	55.0	+0.2	+1.3
BLS) All Items.....	1947-1949=100	115.2	115.0	114.7	114.5	114.0	113.7	113.6	114.1	+0.2	+1.0
Old Series.....	1935-1939=100				190.9	188.8	188.3	188.8			
Employment Status 1											
Civilian labor force.....	thousands	68,552	64,648	64,668	74,734	62,964	62,810	63,134	63,698	-1.7	-0.2
Employed.....	thousands	62,306	63,408	63,120	63,172	61,688	61,228	61,460	62,260	-1.7	+0.1
Agriculture.....	thousands	7,262	7,274	7,628	7,926	6,390	6,070	5,780	7,548	-0.2	-3.8
Nonagricultural industries.....	thousands	55,044	56,134	55,492	55,246	55,298	55,158	55,740	54,712	-1.9	+0.6
Unemployed.....	thousands	1,246	1,240	1,548	1,562	1,306	1,582	1,674	1,438	+0.5	-13.4
Age Earners 1											
Employees in nonagr'l establishments.....	thousands	p 49,608	r 49,412	r 49,218	r 49,416	49,058	48,860	48,685	48,892	+0.4	+1.5
Manufacturing.....	thousands	p 17,189	r 17,233	r 17,035	r 17,162	17,040	17,077	17,135	16,690	-0.4	+3.1
Mining.....	thousands	p 825	r 880	r 824	r 835	831	835	846	886	-0.6	-6.9
Construction.....	thousands	p 2,670	r 2,704	r 2,668	r 2,608	2,509	2,416	2,301	2,794	-1.3	-4.4
Transportation and public utilities.....	thousands	p 4,387	r 4,384	r 4,341	r 4,313	4,279	4,244	4,235	4,231	+0.1	+1.3
Trade.....	thousands	p 10,470	r 10,332	r 10,368	r 10,415	10,348	10,314	10,284	10,295	+1.1	+1.7
Finance.....	thousands	p 2,054	r 2,074	r 2,072	r 2,046	2,025	2,014	1,993	1,976	-1.0	+3.9
Service.....	thousands	p 5,395	r 5,416	r 5,417	r 5,397	5,397	5,307	5,225	5,364	-0.4	+0.6
Government.....	thousands	p 6,668	r 6,449	r 6,478	r 6,688	6,669	6,653	6,666	6,616	+3.4	+0.8
Production and related workers in manuf'g											
Employment											
All manufacturing.....	thousands	p 18,802	r 18,532	r 18,656	r 18,787	18,699	18,758	18,881	18,477	-0.4	+2.4
Durable.....	thousands	p 7,998	r 8,050	r 8,088	r 8,190	8,179	8,215	8,211	7,684	-0.7	+4.7
Nondurable.....	thousands	p 5,809	r 5,802	r 5,618	r 5,597	5,520	5,543	5,670	5,843	+0.1	-0.6
Average weekly hours											
All manufacturing.....	number	p 39.6	r 40.5	r 40.4	r 40.7	40.7	40.8	41.1	41.2	-2.2	-3.9
Durable.....	number	p 40.4	r 41.1	r 40.9	r 41.4	41.5	41.6	41.9	41.9	-1.7	-3.6
Nondurable.....	number	p 38.6	r 39.6	r 39.6	r 39.7	39.5	39.5	40.0	40.5	-2.5	-4.2
Average hourly earnings											
All manufacturing.....	dollars	p 1.78	r 1.77	r 1.77	r 1.76	1.76	1.75	1.75	1.69	+0.6	+5.3
Durable.....	dollars	p 1.89	r 1.88	r 1.88	r 1.87	1.86	1.86	1.85	1.80	+0.5	+5.0
Nondurable.....	dollars	p 1.63	r 1.61	r 1.61	r 1.60	1.60	1.59	1.59	1.54	+1.2	+5.8
Average weekly earnings											
All manufacturing.....	dollars	p 70.49	r 71.69	r 71.51	r 71.68	71.68	71.40	71.93	69.63	-1.7	+1.2
Durable.....	dollars	p 76.86	r 77.27	r 75.89	r 77.42	77.19	77.88	77.52	75.42	-1.2	+1.2
Nondurable.....	dollars	p 62.92	r 63.76	r 63.76	r 63.52	63.20	62.81	63.60	62.06	-1.3	+1.4
Straight time hourly earnings											
All manufacturing.....	dollars	p 1.74	r 1.72	r 1.72	r 1.70	1.70	1.69	1.68	1.63	+1.2	+6.7
Durable.....	dollars	p 1.88	r 1.81	r 1.82	r 1.80	1.79	1.79	1.77	1.72	+1.1	+6.4
Nondurable.....	dollars	p 1.60	r 1.57	r 1.57	r 1.56	1.56	1.55	1.54	1.49	+1.9	+7.4
Turnover rates in manufacturing 1											
Separations.....	per 100 employees	n.a.	4.9	4.3	4.2	4.4	4.3	4.1	n.a.	n.a.	n.a.
Quits.....	per 100 employees	n.a.	2.9	2.5	2.6	2.7	2.7	2.5	n.a.	n.a.	n.a.
Discharges.....	per 100 employees	n.a.	0.4	0.4	0.4	0.4	0.4	0.4	n.a.	n.a.	n.a.
Layoffs.....	per 100 employees	n.a.	1.3	1.1	0.9	1.0	0.9	0.8	n.a.	n.a.	n.a.
Accessions.....	per 100 employees	n.a.	4.2	4.1	5.1	4.1	4.3	4.3	n.a.	n.a.	n.a.

Bureau of Labor Statistics
Bureau of the Census
Adjusted

b Food prices during the week of the fifteenth
c Estimated
n Less than .01

p Preliminary
r Revised
n.a. Not available.

Appendix: Prevalence of Christmas Bonuses in 412 Companies

MANUFACTURING

Agricultural Equipment

Number of reporting companies.....6
Number paying bonus.....2

Company No. 1 (100-499 employees)

Hourly: \$48.75 Salaried: Discretionary*

Company No. 2 (1,000-4,999 employees)

Hourly: Discretionary Salaried: Same

Aircraft

Number of reporting companies.....9
Number paying bonus.....3

Company No. 1 (1,000-4,999 employees)

Hourly: None Salaried: Discretionary

Company No. 2 (1,000-4,999 employees)

Hourly: None Salaried: Percentage of salary, based on service and merit

Company No. 3 (1,000-4,999 employees)

Hourly: None Salaried: \$25—no service requirements

Automobile and Automotive Parts

Number of reporting companies.....17
Number paying bonus.....9

Company No. 1 (1,000-4,999 employees)

Hourly: None Salaried: Discretionary

Company No. 2 (1,000-4,999 employees)

Hourly: Determined yearly. Salaried: Same
Usually, 50 hours' regular pay for all employees on payroll as of Oct. 1 of same year. Others with less tenure receive fractional amount, usually not less than \$10.

Company No. 3 (1,000-4,999 employees)

Hourly: None Salaried: Discretionary

Company No. 4 (100-499 employees)

Hourly: None Salaried: 6 months' service to 1 year, 12½% of monthly salary; over one year, 25% of monthly salary; less than 6 months' service, none

Company No. 5 (500-999 employees)

Hourly: 1 to 5 years' service, 44 hours' pay; 5 to 10 years' service, 88 hours' pay; 10 to 15 years' service, 100 hours' pay; 15 years or over, 120 hours' pay Salaried: None

Company No. 6 (1,000-4,999 employees)

Hourly: Discretionary Salaried: Same

Company No. 7 (500-999 employees)

Hourly: None Salaried: \$5 for each year of service

Company No. 8 (1,000-4,999 employees)

Hourly: Varies. About \$25. Salaried: Varies. Usually, \$25 to \$50

Company No. 9 (1,000-4,999 employees)

Hourly: Minimum: \$7.50 for less than 1 year's service; maximum: \$37.50, 10 years' service or more. Salaried: Same

Boat and Shoe

Number of reporting companies.....7
Number paying bonus.....1

*The term "discretionary" bonus as used in this appendix has a variety of applications. It is used in the case of several companies which had Christmas bonus plans but did not provide any details on them. Discretionary also covers such comments as "on the board's decision," "when profits permit" and "no formula."

Company No. 1 (500-999 employees)

Hourly: 60% of average week's pay. Minimum: \$5 Salaried: Same—plus discretionary amount

Cement, Concrete and Gypsum

Number of reporting companies.....8
Number paying bonus.....3

Company No. 1 (500-999 employees)

Hourly: 1 year and over, 10% of month's pay; under 1 year, minimum of \$10 Salaried: 1 month's service, \$5; graduated up to 1 month's pay for 1 year's service

Company No. 2 (500-999 employees)

Hourly: None Salaried: Month's salary after 1 year's service

Company No. 3 (100-499 employees)

Hourly: 3 months' service or less, \$10; 6 months, \$15; 2 years, \$25; 5 years, \$50; 10 years, \$75; 15 years, \$100 Salaried: None

Chemical Companies

Number of reporting companies.....18
Number paying bonus.....7

Company No. 1 (1,000-4,999 employees)

Hourly: Graduated from minimum of \$5 for 1 year's service to \$100 for 20 years' service and over Salaried: Hired before Sept. 1, \$25. Increases annually to maximum of \$100. Hired after Sept. 1, \$20 first year, \$50 next year, then \$10 more per year to \$100 maximum

Company No. 2 (1,000-4,999 employees)

Hourly: \$12.50 after 6 months' service; \$25 after 1 year's service Salaried: Same

Company No. 3 (100-499 employees)

Hourly: 1 week's pay Salaried: One-half month's pay

Company No. 4 (100-499 employees)

Hourly: \$5 after 1 month's service; \$10 after 6 months; \$20 after 1 year; \$40 after 5 years Salaried: Same

Company No. 5 (100-499 employees)

Hourly: Discretionary Salaried: Same

Company No. 6 (100-499 employees)

Hourly: Discretionary—over 1 week's pay for 1 year of service Salaried: Same

Company No. 7 (500-999 employees)

Hourly: Depends on company profit Salaried: Same

Electrical Products

Number of reporting companies.....29
Number paying bonus.....12

Company No. 1 (100-499 employees)

Hourly: None Salaried: Fixed amount based on length of service and salary

Company No. 2 (100-499 employees)

Hourly: \$10 (gift) Salaried: Same

Company No. 3 (1,000-4,999 employees)

Hourly: 1 day's pay at current rate Salaried: None

Company No. 4 (100-499 employees)

Hourly: \$5 to \$25 Salaried: Discretionary

Company No. 5 (500-999 employees)

Hourly: Minimum: \$5. Formula: \$5 plus \$2 for every year of employment Salaried: Same

Company No. 6 (500-999 employees)

Hourly: \$10 to \$40 after 12 months' service Salaried: (no nonexempt salaried workers)

Company No. 7 (100-499 employees)
Hourly: Discretionary *Salaried:* Same

Company No. 8 (500-999 employees)
Hourly: None *Salaried:* Variable. Usually from \$10 to \$40. No service requirements

Company No. 9 (1,000-4,999 employees)
Hourly: None *Salaried:* Hired before Dec. 1 of previous year, 1 month's salary; hired after Dec. 1 but before July 1, ½ month's salary; hired after July 1, but before Oct. 1, ¼ month's salary

Company No. 10 (500-999 employees)
Hourly: Determined annually on basis of past practice. 1952: \$20 to \$40. Minimum service required approx. 4 weeks *Salaried:* Same. 1952 range: \$25 to \$50

Company No. 11 (500-999 employees)
Hourly: Discretionary *Salaried:* Discretionary

Company No. 12 (100-499 employees)
Hourly: Formula (undefined) *Salaried:* (No nonexempt salaried workers)

Food and Beverage

Number of reporting companies.....28
 Number paying bonus.....16

Company No. 1 (100-499 employees)
Hourly: Discretionary *Salaried:* Varies annually. Based on service and amount declared

Company No. 2 (100-499 employees)
Hourly: None *Salaried:* Varies—approx. 15% of annual stated salaries

Company No. 3 (100-499 employees)
Hourly: None *Salaried:* Discretionary

Company No. 4 (100-499 employees)
Hourly: 6 months' service, \$5; 1 year, \$10; 1 to 8 years, annual increase of \$2.50; 8 to 50 years, annual increase of \$1.25; 50 years' service, \$80 (maximum) *Salaried:* Same

Company No. 5 (100-499 employees)
Hourly: None *Salaried:* Discretionary—by vote of board of directors

Company No. 6 (100-499 employees)
Hourly: None *Salaried:* 6 months' service, 1 week's pay; 1 or more years' service, 2 weeks' pay

Company No. 7 (100-499 employees)
Hourly: 1 day's pay *Salaried:* Same

Company No. 8 (500-999 employees)
Hourly: Percentage amount based on year's business granted to everyone on pay-roll day bonus is declared *Salaried:* Same

Company No. 9 (500-999 employees)
Hourly: Discretionary *Salaried:* Discretionary

Company No. 10 (500-999 employees)
Hourly: 3% of year's earnings *Salaried:* Same

Company No. 11 (500-999 employees)
Hourly: Discretionary—½ of a specified amount for up to 1 year's service *Salaried:* Percentage of profits

Company No. 12 (1,000-4,999 employees)
Hourly: None *Salaried:* Discretionary

Company No. 13 (1,000-4,999 employees)
Hourly: Discretionary—usually ½ month's pay for 5 years' service; \$20 for less than 5 years' service. \$25 bond for employees on military leave *Salaried:* Discretionary

Company No. 14 (1,000-4,999 employees)
Hourly: None *Salaried:* Based on percentage which increases in ratio to increased responsibility

Company No. 15 (1,000-4,999 employees)
Hourly: 1 or more years' service, \$10; less than 1 year's service, \$5 *Salaried:* Same

Company No. 16 (5,000 to 9,999 employees)
Hourly: Discretionary—on decision of board of directors. In 1952: paid 3% of first \$5,000 earnings *Salaried:* Same

Foundries

Number of reporting companies.....12
 Number paying bonus.....6

Company No. 1 (100-499 employees)
Hourly: \$5 to \$50 after 3 years' service *Salaried:* \$100 after 1 year's service

Company No. 2 (1,000-4,999 employees)
Hourly: 30 days to 9 months' service, \$5; 9 months to 20 years, \$15; 20 years and over, \$25 *Salaried:* Minimum—\$75

Company No. 3 (500-999 employees)
Hourly: None *Salaried:* 1 month's pay after 1 year's service

Company No. 4 (500-999 employees)
Hourly: Discretionary *Salaried:* Discretionary

Company No. 5 (100-499 employees)
Hourly: None *Salaried:* Discretionary

Company No. 6 (100-499 employees)
Hourly: None *Salaried:* Discretionary

Furniture and Fixtures

Number of reporting companies.....6
 Number paying bonus.....4

Company No. 1 (100-499 employees)
Hourly: None *Salaried:* Fixed sum based on length of service, etc. Discretionary

Company No. 2 (100-499 employees)
Hourly: 1% of straight-time earnings from Dec. 15 to Jan. 15. 3 months' service required *Salaried:* Same

Company No. 3 (100-499 employees)
Hourly: None *Salaried:* 1 week's pay after 1 year

Company No. 4 (100-499 employees)
Hourly: None *Salaried:* Discretionary

Hardware

Number of reporting companies.....10
 Number paying bonus.....5

Company No. 1 (100-499 employees)
Hourly: 110 hours' pay, profits permitting *Salaried:* \$50 to \$2,000, profits permitting

Company No. 2 (500-999 employees)
Hourly: \$5 *Salaried:* None

Company No. 3 (1,000-4,999 employees)
Hourly: Discretionary, depending upon profit position *Salaried:* None

Company No. 4 (1,000-4,999 employees)
Hourly: Graduated from 12½ hours' pay for 3 months' service to 100 hours' pay for 10 years' service and over *Salaried:* 2% to 15% annual pay, based on merit

Company No. 5 (100-499 employees)
Hourly: 3 days' straight-time pay *Salaried:* 5% annual salary

Leather

Number of reporting companies.....7
 Number paying bonus.....5

Company No. 1 (100-499 employees)

Prevalance of Christmas Bonuses in 412 Companies—Continued

<i>Hourly:</i> Usually, 1 week's pay after 1 year's service; up to 6 weeks' pay for longer service. Under 6 months, \$5; 6 months to 1 year, 20 hours' pay		<i>Salaried:</i> Same	
Company No. 2 (100-499 employees)			
<i>Hourly:</i> 1 year and over, 4 hours' pay		<i>Salaried:</i> 2 weeks' salary after 1 year's service, prorated for less than 1 year	
Company No. 3 (500-999 employees)			
<i>Hourly:</i> \$25		<i>Salaried:</i> Discretionary	
Company No. 4 (500-999 employees)			
<i>Hourly:</i> Discretionary		<i>Salaried:</i> Discretionary	
Company No. 5 (500-999 employees)			
<i>Hourly:</i> 5% of total year's earnings		<i>Salaried:</i> None	
Lumber			
Number of reporting companies.....		12	
Number paying bonus.....		10	
Company No. 1 (100-499 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Discretionary	
Company No. 2 (100-499 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Discretionary	
Company No. 3 (100-499 employees)			
<i>Hourly:</i> Approx. 2½% of year's earnings. Discretionary		<i>Salaried:</i> 5% of year's earnings	
Company No. 4 (100-499 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> \$100 for 1 year's service, proportionate for less than 1 year	
Company No. 5 (500-999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Discretionary	
Company No. 6 (500-999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Discretionary	
Company No. 7 (500-999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Based on service: 1 year and less, \$10; 1 to 5 years, \$25; 5 years or over, \$50	
Company No. 8 (500-999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Discretionary—based on degree of responsibility	
Company No. 9 (1,000-4,999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Policy under consideration	
Company No. 10 (1,000-4,999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> Discretionary	
Machinery			
Number of reporting companies.....		26	
Number paying bonus.....		9	
Company No. 1 (500-999 employees)			
<i>Hourly:</i> Discretionary		<i>Salaried:</i> Same	
Company No. 2 (500-999 employees)			
<i>Hourly:</i> 40 hours' pay		<i>Salaried:</i> Same	
Company No. 3 (500-999 employees)			
<i>Hourly:</i> 1 year's service, 40 hours' straight time; 6 months' service, 20 hours straight time; under 6 months' service, \$5		<i>Salaried:</i> Same	
Company No. 4 (500-999 employees)			
<i>Hourly:</i> Decided annually. Usually \$40 (after taxes)		<i>Salaried:</i> Same	
Company No. 5 (100-499 employees)			
<i>Hourly:</i> 50 times basic hourly rate. Prorated for months of service in current year		<i>Salaried:</i> Discretionary—according to job status	
Company No. 6 (100-499 employees)			
<i>Hourly:</i> 1 month to 2 years' service, \$15; 2 to 3 years' service, \$20; 3 to 4 years' service, \$25; 4 to 5 years' service, \$30; 5 years and over, \$55		<i>Salaried:</i> Same	
Company No. 7 (100-499 employees)			
<i>Hourly:</i> 100 hours' pay plus \$5 for each year of service		<i>Salaried:</i> Same	
Company No. 8 (1,000-4,999 employees)			
<i>Hourly:</i> 80 hours' pay after 1 year's service		<i>Salaried:</i> Same	
Company No. 9 (1,000-4,999 employees)			
<i>Hourly:</i> \$80, prorated on length of service during year		<i>Salaried:</i> 1 month's pay prorated on basis of length of service during year	
Machine Tool			
Number of reporting companies.....		11	
Number paying bonus.....		7	
Company No. 1 (100-499 employees)			
<i>Hourly:</i> Usually \$40		<i>Salaried:</i> Same	
Company No. 2 (100-499 employees)			
<i>Hourly:</i> 1 year's service, \$15; each additional year, \$10. Maximum \$75		<i>Salaried:</i> (no salaried employees)	
Company No. 3 (100-499 employees)			
<i>Hourly:</i> \$40 maximum		<i>Salaried:</i> Discretionary—up to \$500	
Company No. 4 (500-999 employees)			
<i>Hourly:</i> Usually a cash gift		<i>Salaried:</i> Same	
Company No. 5 (100-499 employees)			
<i>Hourly:</i> 1 week's pay		<i>Salaried:</i> 2 weeks' pay	
Company No. 6 (1,000-4,999 employees)			
<i>Hourly:</i> None		<i>Salaried:</i> 1 year's service, 1 month's salary; prorated for less than 1 year	
Company No. 7 (1,000-4,999 employees)			
<i>Hourly:</i> Discretionary		<i>Salaried:</i> Based on weekly salary	
Metals, Fabricated			
Number of reporting companies.....		17	
Number paying bonus.....		9	
Company No. 1 (500-999 employees)			
<i>Hourly:</i> Discretionary		<i>Salaried:</i> Discretionary	
Company No. 2 (100-499 employees)			
<i>Hourly:</i> \$1 for each year of service		<i>Salaried:</i> Same	
Company No. 3 (500-999 employees)			
<i>Hourly:</i> Discretionary—based on profits		<i>Salaried:</i> Same	
Company No. 4 (100-499 employees)			
<i>Hourly:</i> Minimum: \$5 to anyone on payroll. Maximum: \$25 to anyone with 1 year's service		<i>Salaried:</i> Depends on base salary and length of service. Minimum: \$5. Maximum: approx. \$150	
Company No. 5 (100-499 employees)			
<i>Hourly:</i> 6 months' service or more, \$25; 1 to 6 months' service, \$10; less than 1 month's service, \$5		<i>Salaried:</i> Same	
Company No. 6 (100-499 employees)			
<i>Hourly:</i> Less than 6 months' service, \$5; 6 months to 1 year's service, \$10; 1 to 10 years' service, \$18.75; 10 to 20 years' service, \$37.50; over 20 years' service, \$75		<i>Salaried:</i> 2 years' service and less, 1 week's pay. Over 2 years' service, 2 weeks' pay	
Company No. 7 (100-499 employees)			
<i>Hourly:</i> No minimum, no service requirement. Maximum: \$77.50		<i>Salaried:</i> Same	
Company No. 8 (1,000-4,999 employees)			
<i>Hourly:</i> \$40		<i>Salaried:</i> To some department heads as compensating differential	
Company No. 9 (100-499 employees)			
<i>Hourly:</i> Discretionary		<i>Salaried:</i> Discretionary—according to company's ability to pay	
Metals, Ferrous			
Number of reporting companies.....		6	
Number paying bonus.....		3	

Company No. 1 (5,000-9,999 employees)
Hourly: \$1 for each year of service Salaried: Same

Company No. 2 (500-999 employees)
Hourly: None Salaried: Discretionary

Company No. 3 (100-499 employees)
Hourly: Discretionary Salaried: Discretionary

Metals, Nonferrous
Number of reporting companies.....13
Number paying bonus.....7

Company No. 1 (500-999 employees)
Hourly: 1 year's service and over, 40 hours' pay; 9 to 12 months' service, 36 hours' pay; 6 to 9 months' service, 24 hours' pay; 3 to 6 months' service, 18 hours' pay Salaried: Same

Company No. 2 (1,000-4,999 employees)
Hourly: Less than 1 year's service, \$15; 1 to 5 years' service, \$30; 5 years and more, \$50. (All after taxes) Salaried: Same

Company No. 3 (100-499 employees)
Hourly: None Salaried: 10% of gross pay

Company No. 4 (100-499 employees)
Hourly: 40 hours' pay. Minimum \$5. 1 year's service required Salaried: Depends on profits. Minimum: 40 hours' salary

Company No. 5 (5,000-9,999 employees)
Hourly: None Salaried: Based on profits. At company's discretion

Company No. 6 (500-999 employees)
Hourly: \$4 for each year's service. Maximum: \$40. Minimum, \$5 Salaried: Same

Company No. 7 (1,000-4,999 employees)
Hourly: Discretionary Salaried: Discretionary

Office Machines
Number of reporting companies.....5
Number paying bonus.....0

Paint and Varnish
Number of reporting companies.....5
Number paying bonus.....1

Company No. 1 (1,000-4,999 employees)
Hourly: Discretionary—based on service Salaried: Same

Paper and Pulp
Number of reporting companies.....13
Number paying bonus.....6

Company No. 1 (100-499 employees)
Hourly: \$20 to each employee regardless of service Salaried: Same

Company No. 2 (100-499 employees)
Hourly: \$10 to each employee Salaried: Discretion of board of directors

Company No. 3 (100-499 employees)
Hourly: None Salaried: Discretionary

Company No. 4 (100-499 employees)
Hourly: None Salaried: \$5 and up

Company No. 5 (100-499 employees)
Hourly: 30 days' service to 5 years' service: \$5 to \$40 Salaried: Discretionary

Company No. 6 (100-499 employees)
Hourly: \$100 to each employee with 1 or more years' service Salaried: Same

Paper Products
Number of reporting companies.....17
Number paying bonus.....7

Company No. 1 (500-999 employees)
Hourly: 1 year's service, 40 hours' pay; less than 1 year's service, 1/12 the amount for each month; minimum, \$5 Salaried: 8% of year's earnings

Company No. 2 (100-499 employees)
Hourly: \$20 to single employees. \$30 to married employees Salaried: \$50

Company No. 3 (100-499 employees)
Hourly: \$5 to \$25 based on service Salaried: Same

Company No. 4 (100-499 employees)
Hourly: \$25. Less than 3 months' service, \$10 Salaried: Discretionary

Company No. 5 (1,000-4,999 employees)
Hourly: 3 months' service, \$15; 10 months' service, \$25; full year's service, \$35. Working foremen, \$40 Salaried: Discretionary

Company No. 6 (1,000-4,999 employees)
Hourly: 1 to 5 years' service, 1½% annual earnings; over 5 years' service, 2½% annual earnings Salaried: Same

Company No. 7 (1,000-4,999 employees)
Hourly: \$25 Salaried: Same

Petroleum
Number of reporting companies.....10
Number paying bonus.....1

Company No. 1 (100-499 employees)
Hourly: Discretionary Salaried: Same

Printing
Number of reporting companies.....13
Number paying bonus.....4

Company No. 1 (100-499 employees)
Hourly: None Salaried: 1 year's service, 1 week's pay

Company No. 2 (100-499 employees)
Hourly: Discretionary Salaried: (no nonexempt salaried workers)

Company No. 3 (100-499 employees)
Hourly: None Salaried: Discretionary

Company No. 4 (1,000-4,999 employees)
Hourly: Discretionary—with payments ranging from \$25 to \$200 Salaried: Same

Precision Instrument
Number of reporting companies.....6
Number paying bonus.....2

Company No. 1 (500-999 employees)
Hourly: \$10 for each year's service up to \$100 Salaried: Same

Company No. 2 (500-999 employees)
Hourly: 10 minimum. Maximum: 2 weeks' pay after 5 years' service Salaried: \$25 minimum. Maximum: 2 weeks' pay after 1 year's service

Rubber
Number of reporting companies.....6
Number paying bonus.....4

Company No. 1 (500-999 employees)
Hourly: None Salaried: 10% of straight-time earnings

Company No. 2 (1,000-4,999 employees)
Hourly: \$5 to \$30, based on service Salaried: Same

Company No. 3 (100-499 employees)
Hourly: \$20 Salaried: \$50

Company No. 4 (1,000-4,999 employees)
Hourly: None Salaried: Discretionary

Stone, Clay & Glass
Number of reporting companies.....10
Number paying bonus.....6

Company No. 1 (100-499 employees)
Hourly: 1 week's pay plus 5% for each year's service Salaried: Same

Company No. 2 (100-499 employees)
Hourly: \$10 for less than 1 year to \$50 for over 21 years Salaried: 1 week to 2 months' service, \$15; over 1 year's service, \$50

Company No. 3 (1,000-4,999 employees)

Hourly: Graduated from \$25 for 1 year's service to \$100 for over 10 years' service
Salaried: \$10 for less than 1 year's service, graduated to \$100 for 10 years' service and \$150 for over 25 years' service

Company No. 4 (1,000-4,999 employees)

Hourly: \$14 for 6 months' service, graduated to \$84 for more than 5 years
Salaried: 6 to 12 months, ½ month's pay; 1 year and over, full month's pay

Company No. 5 (500-999 employees)

Hourly: Less than 1 year's service, \$20; over 1 year, \$40
Salaried: Same

Company No. 6 (100-499 employees)

Hourly: 1 year's service, 40 hours' pay. Prorated for lesser service
Salaried: 1 year's service, 1 week's pay. Prorated for lesser service

Textile and Textile Products

Number of reporting companies.....27
 Number paying bonus.....13

Company No. 1 (1,000-4,999 employees)

Hourly: 1 week's pay. No service restrictions
Salaried: Same

Company No. 2 (1,000-4,999 employees)

Hourly: None
Salaried: Discretionary—1 or more years' service, 1 to 3 weeks' salary. Prorated for lesser service

Company No. 3 (100-499 employees)

Hourly: None
Salaried: ½ week's pay, office staff only

Company No. 4 (100-499 employees)

Hourly: \$5 minimum after 6 months' service, \$25 maximum after 15 years' service
Salaried: \$25 minimum, \$250 maximum

Company No. 5 (1,000-4,999 employees)

Hourly: Discretionary—1 year or more, 40 hours' pay; 6 months to 1 year, 20 hours' pay; 3 to 6 months' service, 10 hours' pay. Others, \$5
Salaried: Discretionary—1 or more years' service, 1 week's salary; 6 months to 1 year, ½ week's salary; 3 to 6 months' service, ¼ week's salary; less than 3 months, \$5

Company No. 6 (100-499 employees)

Hourly: None
Salaried: Discretionary

Company No. 7 (100-499 employees)

Hourly: None
Salaried: Varies from \$50 to \$150. 1952: \$100 for long-time service to \$50 for short-time service

Company No. 8 (100-499 employees)

Hourly: Discretionary
Salaried: Discretionary

Company No. 9 (500-999 employees)

Hourly: None
Salaried: 1 week's salary

Company No. 10 (1,000-4,999 employees)

Hourly: Hired before June 1, 1 week's salary; hired after June 1, ½ week's salary
Salaried: Same

Company No. 11 (500-999 employees)

Hourly: None
Salaried: Varies from \$50 to \$200

Company No. 12 (1,000-4,999 employees)

Hourly: \$10
Salaried: Same

Company No. 13 (100-499 employees)

Hourly: \$15 to \$50 according to position held
Salaried: \$25 to \$250 by individual managerial decision

NONMANUFACTURING

Bank and Trust

Number of reporting companies.....13
 Number paying bonus.....7

Company No. 1 (1,000-4,999 employees)

Hourly: 5% of regular salary
Salaried: Same

Company No. 2 (100-499 employees)

Hourly: (no hourly employees)
Salaried: Discretionary—5% of annual salary

Company No. 3 (1,000-4,999 employees)

Hourly: Discretionary
Salaried: Depends on profits. Up to a maximum of 6 weeks' salary plus service payment

Company No. 4 (1,000-4,999 employees)

Hourly: (no hourly employees)
Salaried: Minimum: \$25. Maximum: ½ month's salary

Company No. 5 (500-999 employees)

Hourly: 1 year's service and over, 6% of annual salary to \$5,000; 3% of annual salary \$5,000 to \$10,000; 1% of annual salary over \$10,000. Apportioned if under 1 year of service
Salaried: Same

Company No. 6 (100-499 employees)

Hourly: (no hourly employees)
Salaried: Varies—usually 10% of annual salary. 1 year of service required

Company No. 7 (100-499 employees)

Hourly: 1 year's service and over, 5% plus performance bonus which has equalled 8% or a total of 13%. Less than 1 year's service, bonus reduced proportionately
Salaried: Same, but limited to first \$5,000 of salary. President excluded

Insurance Companies

Number of reporting companies.....10
 Number paying bonus.....5

Company No. 1 (100-499 employees)

Hourly: (no hourly employees)
Salaried: 1 week's salary

Company No. 2 (100-499 employees)

Hourly: (no hourly employees)
Salaried: 10% of annual salary

Company No. 3 (100-499 employees)

Hourly: (no hourly employees)
Salaried: Discretionary—minimum service: 1 month. Minimum amount: \$10. Maximum amount (to date): \$4,200

Company No. 4 (500-999 employees)

Hourly: (no hourly employees)
Salaried: Discretionary

Company No. 5 (100-499 employees)

Hourly: \$10 gift certificate
Salaried: Same

Public Utility

Number of reporting companies.....19
 Number paying bonus.....2

Company No. 1 (500-999 employees)

Hourly: \$25 after 1 year's service
Salaried: Same

Company No. 2 (1,000-4,999 employees)

Hourly: 1% of annual pay
Salaried: Same

Retail Stores

Number of reporting companies.....6
 Number paying bonus.....4

Company No. 1 (1,000-4,999 employees)

Hourly: \$25 plus additional \$1 for each year's service
Salaried: Same

Company No. 2 (1,000-4,999 employees)

Hourly: Discretionary
Salaried: Same

Company No. 3 (1,000-4,999 employees)

Hourly: (no hourly employees)
Salaried: \$15 to \$50. 3 months' service required

Company No. 4 (1,000-4,999 employees)

Hourly: Graduated from \$5 to a \$50 maximum after 5 years' service
Salaried: Discretionary

Transportation

Number of reporting companies.....10
 Number paying bonus.....3

Company No. 1 (500-999 employees)

Hourly: Discretionary
Salaried: (no nonexempt salaried workers)

Company No. 2 (100-499 employees)

Hourly: None
Salaried: Discretionary

Company No. 3 (1,000-4,999 employees)

Hourly: None
Salaried: Discretionary—usually \$40 to each employee

Wage Adjustments Announced Prior to October 15, 1953

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
Communications						
Southwestern Bell Telephone Co. St. Louis, Mo.	Communications Workers, CIO	54,000 WE and S	8-30-53	\$2.06 per wk. av. Variations: Plant craftsmen—\$2 to \$3; Traffic switchboard operators and clerical employees—\$1.50-\$2		Agreement result of contract expiration. Duration, 1 yr.
Electrical Machinery, Equipment and Supplies						
Columbia Electric & Mfg. Co. Spokane, Wash.	IAM, AFL	400 WE	4-20-53	Increase varied from \$.02 to \$.13 according to job classification		Agreement result of contract expiration. Duration, 1 yr. Reopening after 4 mos.
International Resistance Co. Philadelphia, Pa.	IUE, CIO	1,000 WE	10-5-53	Incentive workers, \$.04 hr.; Day workers, \$.065 hr.; Skilled trades, \$.115 hr.		Agreement result of wage reopening. Contract expires 4-1-54
	None	500 S	10-5-53	\$2.60 per wk. av.		
Radio Corporation of America Camden, N. J. RCA Victor	IUE, CIO	6,817 WE	5-18-53	\$.06 per hr. av.		Agreement result of contract expiration. Duration, 2 yrs. Wage reopening 4-1-54
Regina Corp. Newark, N. J.	UE, ind.	250 WE	5-1-53	Increase varied according to job classification	Group insurance, hospitalization, medical-surgical plans paid in full by company	Agreement result of contract expiration. Duration, 2 yrs. Reopening, 5-1-54
	None	n.a. S	5-1-53	Same as WE		
Western Electric Co. Interstate Telephone Divs.	Communications Workers, CIO	6,763 WE	5-3-53	\$.085 per hr. av. Variations, \$.07 to \$.09	1) Armistice Day added as paid holiday for Philadelphia and Pittsburgh 2) Additional holidays granted for Syracuse	Agreement result of contract expiration. Duration, 1 yr.
Installation Division	Communications Workers, CIO	17,100 WE	4-27-53	\$.085 per hr. av.	Washington's Birthday added as paid holiday in Cleveland, and Chicago, Illinois areas	Agreement result of contract expiration. Duration, 1 yr.
	Communications Workers, CIO	452 S	4-27-53	\$2.01 per wk. av. Increases varied from \$2 to \$2.50 per wk.	Same as above	Same as above
Westinghouse Electric Corp. Interstate	IUE, CIO UE, ind. IBEW, AFL UAW, CIO IAM, AFL	74,826 WE, also 732 non-union	7-1-53	Increases varied from \$.03 to \$.11 per hr.	Some changes in pension plan: \$1.60 per mo. for each yr. of service up to 30 yrs.	Agreement result of wage reopening. Contract expires 7-1-54
	Westinghouse Salaried Employees Assoc. UE, ind. IUE, CIO IBEW, AFL	20,722 S, also 10,462 non-union	7-1-53	Increases varied from \$5 to \$18.60 per mo.; highest paid received 4 1/2%	Same as above	Same as above
Food and Kindred Products						
Drewrys, Ltd., USA, Inc. South Bend, Ind.	Brewery Workers, CIO	525 WE	5-1-53	Increases varied from \$.145 to \$.305 per hr.	New group insurance program paid by Co.; additional holiday	Agreement result of contract expiration. Duration, 1 yr.
General Mills, Inc. Amarillo, Tex. (Flour)	Grain Millers, AFL	53 WE	8-1-53	\$.065 per hr. av.		
El Reno, Okla. (Flour)	Grain Millers, AFL	50 WE	8-1-53	\$.065 per hr. av.		
Wichita Falls, Tex. (Flour)	Grain Millers, AFL	152 WE	8-1-53	\$.065 per hr. av.		
Lodi, Calif. (Cereal)	Grain Millers, AFL	200 WE	8-15-53	\$.10 per hr. av. Variations, \$.08 to \$.17 per hr.		
Hershey Chocolate Corp. Hershey, Pa.	Bakery Workers, AFL	3,200 WE	5-18-53	\$.07 per hr. av.; additional \$.06 per hr. effective 1-1-54	Up to 3 days off with pay for death in immediate family; pay for jury duty	Agreement result of contract expiration. Contract runs from 5-18-53 through 10-31-54
Machinery (Except Electrical)						
Miehle Printing Press & Mfg. Co. Chicago, Ill.	UE, ind.	1,080 WE	5-1-53	\$.06 per hr. av.		Agreement result of wage reopening.
	None	325 S	5-4-53	\$3.20 per wk. av. Variations, \$2 to \$10 per wk.		
Osborne Mfg. Co. Cleveland, Ohio	UAW, CIO	424 WE	2-27-53 (settlement date was 5-4-53)	\$.05 per hr. av.	3 wks.' vacation after 15 yrs.; pension plan \$45 for 25 yrs.' service	Agreement result of wage reopening. Contract expires 6-27-54
	None	275 S	5-16-53	\$12.50 per mo. av.		
Underwood Corp. Interstate	IUE, CIO	315 S	9-14-53	\$2 per wk. av.		Agreement result of wage reopening
Mining						
International Minerals & Chemical Co. Carlsbad, N. M.	Mine, Mill & Smelter Workers, ind.	709 WE	5-15-53	\$.20 cost of living adjustment added to base rate; \$.01 additional increase; total \$.21 per hr. av.	Increased benefits under group insurance plan	Agreement result of contract expiration. Duration, 2 yrs. Reopening 5-31-54

Wage Adjustments Announced Prior to 1953—Continued

Company	Union(s)	Number and Type of Employees Affected*	Effective Date	Amount of Adjustment	Fringe Benefits**	Remarks
<i>Ordinance and Accessories</i>						
National Gypsum Co. Omaha, Neb. Nebraska Ordinance Plant	Building Service Employees, AFL	38 WE	2-9-53 (settlement date 8-14-53)	\$0.05 per hr. av.		Agreement result of contract expiration. Duration, 1 yr. from settlement date
	Building Service Employees, AFL	18 S	2-5-53 (settlement date 7-13-53)	\$0.05 per hr. av.	\$0.04 and \$0.06 shift differential for 2nd and 3rd shifts	New contract. Duration, 1 yr. from date effective
	Boilermakers; IBEW; Operating Engineers; IAM; Building Service Employees; Carpenters; Painters; Plumbers; Hod Carriers (All AFL)	876 WE	2-9-53 (settlement date 5-11-53)	\$0.05 per hr. av.		Agreement result of wage reopener. Contract runs to 3-17-55
<i>Paper and Paper Products</i>						
Great Northern Paper Co. Maine	Paper Makers; Pulp, Sulphite & Paper Mill Workers; Carpenters; IAM; Firemen; Plumbers; IBEW (All AFL)	1,901 WE	5-1-53	\$0.08 per hr. av. 2.5% general increase plus some individual rate adjustments. Minimum \$0.04 per hr.	Shift differential increased from 0-4-6 to 0-4-7; \$1,000 additional contributory group life insurance; increase of \$1 per day in hospital benefits for employees, \$2 per day for dependents; increase in vacation pay from straight 40 hrs. to max. of 48 and min. of 40	Agreement result of contract expiration. Duration, 1 yr.
Tileston & Hollingsworth Co. Hyde Park, Mass.	Paper Makers, AFL	279 WE	8-31-53	Increases varied from \$0.01 to \$0.03 per hr. av.		Duration, 1 yr.
<i>Petroleum and Allied Products</i>						
Continental Oil Co. Interstate	Oil Workers, CIO	790 WE	7-1-53	4%		
	17 AFL and independent unions	2,100 WE	7-1-53	4%		
Richfield Oil Corp.	Oil Workers, CIO	1,926 WE	7-1-53	4%		Increase followed general industry-wide pattern. Contract may be terminated or modified upon 60 days' notice by either party
	IBEW, AFL	61 WE	7-1-53	4%		
	Other	42 WE	7-1-53	4%		
	None	2,822 S	7-1-53	4%		
Sinclair Refining Company Interstate	Oil Workers, CIO; AFL and independent unions	10,000 WE	7-1-53	4%		New contract. Duration, 1 yr.
	None	11,500 S	7-1-53	4%		
Standard Oil Co. of Indiana	NMU, CIO	110 WE	6-16-53	\$38.95 per mo. av. Variations, 2%, 4% and 6% according to classification. 10% service incentive bonus added to base rates	When holiday falls on Saturday, the following Monday will be a paid holiday	Agreement result of contract expiration. Duration, 2 yrs. Reopening after 4-15-54
<i>Primary Metals</i>						
Inland Steel Co.	Steelworkers, CIO	128 WE	6-12-53	\$0.095 per hr. av.	Double-time pay for 6 holidays; 3 wks. vacation after 15 yrs. service	New contract runs to 7-15-54
Republic Steel Corp. Interstate	Steelworkers, CIO	63,000 WE	6-12-53	\$0.085 per hr. av.		Agreement result of wage reopener. Contract expires 6-30-54
Rubber and Rubber Products The Firestone Tire & Rubber Company Interstate	None	8,000 S	6-12-53	Varying		
	Rubber Workers, CIO	25,722 WE	8-24-53	\$0.05 per hr. av.	Pension plan revised: increased min. from \$100 to \$125 per mo. including social security; company to provide insured plan of hospital expense benefits, hospital-medical benefits and surgical benefits for employee and dependents; 2 wks. vacation after 3 instead of 5 yrs. service	Agreement result of wage reopener. Contract subject to cancellation upon 30 days' notice on or after 7-10-54. Reopening possible upon 30 days' notice
<i>Transportation Equipment</i>						
Highway Trailer Company Edgerton, Stoughton, Wis.	Auto Workers, AFL	1,000 WE	4-23-53	\$0.081 per hr. av. Variations, \$0.04 to \$0.12	Increased insurance benefits: life, \$1,000 to \$2,000; \$50 diagnostic, X Ray and lab.; \$5,000 Polio	Wage reopening 1-23-54. Contract expires 7-23-55
Maryland Drydock Company	Shipbuilding Workers, CIO	2,500 WE	6-23-53	\$0.07 per hr. av.	Company to pay 1/2 cost of Blue Cross	Agreement result of wage reopener. Contract expires 6-23-54
	None	200 S	6-23-53	3 1/4%		

* WE, wage earners; S, salaried personnel.

** Fringe Benefits include all benefits supplemental to wages received by workers, at a cost to employers. n.a., not available.